

Austria	Stk. 18	Indonesia	1.9-2.50	Portugal	Fr. 80
Bahrain	Cr. 1,000	India	1.7-2.0	S. Africa	Rs. 6.00
Cameroon	Cr. 1,000	Japan	1.9-2.2	Singapore	Fr. 4.10
Cambodia	Cr. 1,000	Korea	1.9-2.2	Spain	Fr. 1.00
China	Cr. 1,000	Malta	1.9-2.2	Sweden	Fr. 1.00
Chile	Cr. 1,000	Mexico	1.9-2.2	Switzerland	Fr. 1.00
Colombia	Cr. 1,000	Nigeria	1.9-2.2	Turkey	Fr. 1.00
Egypt	Cr. 1,000	Lebanon	1.9-2.2	U.S.A.	Fr. 1.00
Falkland	Fr. 5.50	Malaysia	1.9-2.2		
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Germany	Fr. 5.50	Morocco	1.9-2.2		
Greece	Fr. 5.50	Peru	1.9-2.2		
Hong Kong	Fr. 5.50	Portugal	1.9-2.2		
Iceland	Fr. 5.50	Romania	1.9-2.2		
India	Fr. 5.50	Philippines	1.9-2.2		
Indonesia	Fr. 5.50	U.S.A.	1.9-2.2		
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EUROPE'S BUSINESS NEWSPAPER

Monday October 1 1984

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GM learns a
lesson from
Japan, Page 19

NEWS SUMMARY

GENERAL

BUSINESS

Gromyko, Moves to speed up Brazilian ore plan

Senior members of the Reagan Administration claimed that last week's series of exchanges with Mr Andrei Gromyko, the Soviet Foreign Minister, had set the scene for a new and more constructive dialogue between the U.S. and the Soviet Union.

They stressed that the exact timing and the nature of further contacts with Moscow remained to be seen and that the omis was now on the Soviet Union.

Mr Walter Mondale, the Democratic presidential challenger, immediately sought to turn the lack of concrete achievements into an electoral issue. Page 20

Dissidents' request

Six South African dissidents hiding from police inside the British Consulate in Durban have asked the West German, Dutch, French and U.S. embassies for sanctuary because they feared Britain would expel them from its mission.

Temple withdrawal

Indian army withdrew from the Golden Temple in Amritsar and the Sikh Akali party called off its agitation in the holy city.

Warning base

Greece will become a base for Nato Early Warning Aircraft (AWACS) by the end of 1985 to detect foreign air movements along the south-east borders of the alliance. Page 3

Egyptian trial

Sixteen men were sentenced to hard labour for life; 91 drew jail terms and 174 were acquitted in a mass trial in Cairo of 302 Muslim fundamentalists accused of plotting revolution in Egypt. Two of the accused died in prison and 19 are still at large.

Peruvian rebels

The Peruvian Government, under pressure from Maoist insurgents, faces a separate challenge from the new Tupac Amaru urban rebel group which claimed responsibility for a machinegun attack on the U.S. Embassy in Lima.

Arab summit plan

King Hassan of Morocco has proposed that the Arab League hold a special summit to discuss Jordan's controversial decision to re-establish full diplomatic relations with Egypt. Page 2

Price riot deaths

Three people were killed and 26 injured in the Nile delta town of Kafr El-Dawwar in protest against higher prices of bread and flour.

Mafia blow

The Italian authorities believe they have dealt an unprecedented blow against the Mafia with a series of arrests of gang bosses following the decision of a Mafia leader to turn state's evidence.

Sakharov offer

A Pakistan-based Afghan resistance group said it would release Soviet prisoners in Afghanistan if Moscow released Soviet dissident Andrei Sakharov from internal exile.

China plea

Chinese Premier Zhao Ziyang urged Taiwan to move towards peaceful reunification with China on a basis similar to Peking's pact with Britain to regain Hong Kong.

Munich shut-down

After 23 illegal immigrants were found working in the kitchen of a 6,000 seat beer tent, Munich officials ordered its closure - the first in the 174 years of the city's beer festival. The landlord had already been fined for giving short measure. Page 8

BUSINESS

CGT union calls for wider disruption at Renault

BY DAVID HOUSEGO IN PARIS

RENAULT, the troubled French automobile group, faces the prospect of a damaging industrial dispute after the communist-led CGT union yesterday widened its call for strike plants over the past few weeks.

The CGT announced yesterday that it would call on all Renault employees to disrupt production more forcefully than last week and that it would support worker occupation of Renault plants.

On Friday Renault's most modern plant at Douai in northern France, where the R5 and R11 are built, was virtually paralysed. Production was also disrupted at Cleon, which manufactures motors for the group - including the new Renault

Superfive - and Sandouville in western France. Stoppages have occurred at several other Renault plants over the past few weeks.

The dispute is over the size of the end-of-year bonus for 1984 and over the management's proposal that workers take their fifth week's paid holiday during the Christmas period.

Behind these specific grievances lie labour worries over the 15,000 cutback in the workforce that Renault is expected to announce soon and a potential confrontation over wage claims for next year. Wage negotiations are due to start on Thursday against a background of dissatisfaction that the group has only

paid out an additional 2 per cent increase so far this year.

The threat of a widening conflict comes at the end of the worst time for Renault in that the group has only just launched the Superfive on which it is counting to regain its flagging market share in Europe. The new model will be given extensive publicity at the Paris Motor Show, which opens this week. Strike action could also deepen Renault's losses which are already expected this year to exceed FF 5bn (\$841.7m).

The escalation of the conflict by the CGT over the weekend came as a surprise to the company and the Government. Officials were saying at the end of last week that they did

not believe that the Communists wanted a serious industrial clash with the Government at this stage.

However, statements yesterday by M Jean-Louis Fournier, a CGT leader at Renault, left no doubt that the union is preparing to intensify the dispute. He accused the Government and the management of being in league to eat workers' purchasing power and to make thousands redundant.

He called for Renault to extend the costly concessions it made at its Le Mans plant a week ago to the rest of the group. At Le Mans, where transmission systems are made for the new Superfive, the management conceded a FF 300 bonus, flexibility over the fifth

week's paid holiday and no forced redundancies.

The management is reluctant about further negotiations before it sees union leaders in a series of meetings beginning on Tuesday and before the salary negotiations open on Thursday.

Reflecting the tougher communists' attitude, Mr Andre Simon, the leader of the CGT metalworkers federation spoke recently of "deep and strong" discontent at Renault. A CGT leader in the communist daily *L'Humanité* said that what was gaining ground at Renault was a rejection of the Government's austerity measures as being applied in redundancy.

UK miners set to win support at Labour conference

By John Lloyd and Peter Riddell in Blackpool

BRITISH MINERS are likely to win the overwhelming support of the opposition Labour Party today. The party conference which opens at Blackpool is set to give the National Union of Mineworkers (NUM) solid backing for its complaints about police behaviour on national coal dispute.

Alleged violence by pickets, however, is not mentioned in an NUM resolution to be put to the conference.

This one-sidedness represents a clear rebuff for Mr Neil Kinnock, the party leader, who has condemned all violence, notably in a speech to the Trades Union Congress (TUC) a month ago. The likely outcome will eagerly be seized upon in a planned campaign of speeches and broadcasts by senior government ministers.

A crucial passage in the miners' motion condemns the Government for "repressive legislation and an unprecedent and wholesale operation involving unlawful actions by the police, organised violence against miners, their picket lines and their communities by means of an unconstitutional, nationally controlled police force."

Mr Kinnock had hoped that any reference to the police might be excused from motions in the coal debate and be considered separately in the immediately following debate this afternoon on the police.

His office strongly suggested that this would happen after a meeting on Thursday between him and the NUM leadership. However, at a meeting late on Saturday to prepare the motion the passage on the police was included.

Mr Arthur Scargill, the NUM president, yesterday denied that he had made any "deal" with Mr Kinnock which would have moderated the attack in the motion on police violence.

The likely result is an undoubtedly embarrassing for Mr Kinnock, especially as the debate will be dominated by speeches from Mr Scargill and from Tony Benn, on behalf of Labour's National Executive Committee.

Mr Kinnock is expected to deal with the dispute and with violence in his major conference speech tomorrow when he is likely to concentrate on attacking the Government's conduct and in expressing support for the miners' opposition to pit closures.

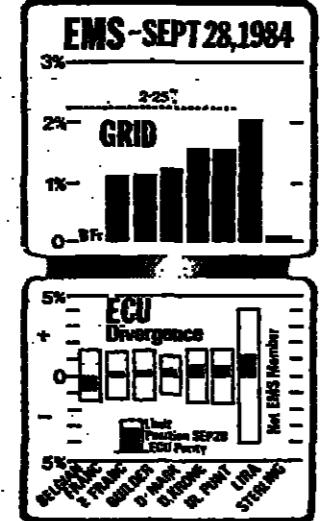
Leaders of Nasco, the pit super-

Continued on Page 20

PUBLIC SECTOR SPENDING PLAN

Brazil makes progress on IMF demands

BY ANDREW WHITLEY IN RIO DE JANEIRO



THE BRAZILIAN Government has delivered a highly positive economic progress report in a sixth Letter of Intent to the International Monetary Fund (IMF), tempered only by news of a worrying rise in the country's public sector deficit target.

The letter, which was given to the IMF on Friday and published over the weekend, reports that the expected surplus on the current account of the balance of payments this year has been revised upwards to \$5.1bn, compared with a \$4.3bn forecast in the last IMF letter, submitted in March. The new letter notes that in the first half of 1984 Brazil's net international reserves increased by \$4.2bn, practically to a maximum of 95 per cent.

Buried in the latest pact with the IMF are also a number of specific promises, implementing earlier general commitments, which should gratify the country's foreign trading partners. These include a commitment to eliminate all import finance taxes by the end of 1985 as well as an all-round reduction in import surcharges.

In dollar terms Brazil's public sector debt actually grew by \$9bn in the six month interval between the last two Letters of Intent, the accompanying technical memorandum shows.

The published letter confirms the information leaked when the agreement was originally drawn up last month, that the key money supply and monetary base growth targets for 1984 have been raised from the original 50 per cent ceiling to a maximum of 95 per cent.

Midway through the three-year adjustment programme that Brazil agreed to adopt when it accepted a \$4.2bn Extended Fund Facility loan from the IMF, the Government stresses that much progress has also been made towards meeting IMF policy requirements for the domestic economy, but admits to a failure to control inflation.

This is ascribed to a combination of factors: the impact of indexation within the Brazilian economy and a larger than expected inflow of foreign currency as a direct result of the country's strong export performance.

In consequence, the global public sector deficit target for the year has had to be altered from a first estimate of a range of 11 to 13 per cent

to include this latest interest payment.

In return for agreement on the interest payments, the bank advisory group has "endorsed" Argentina's request to defer again, this time until January 15, repayment of the \$150m principal payment on the \$1.1bn bridging loan signed in December 1982.

That will have to be approved by the 350 creditor banks that have been rolling over the principal on a daily basis since September 15, when it was last due for payment.

Argentina and the bank advisory group have agreed to begin talks this month on the country's future external financing needs. Sr Bernardo Grizpum, the Argentine Economy Minister, said last week in Washington that, after the agreement reached with the International

Argentina to repay banks \$100m

By Margaret Hughes in London

THE ARGENTINE Government will repay on schedule today the \$100m advanced by its leading creditor banks last March as part of a \$500m temporary rescue.

The payment follows agreement in the early hours of Saturday with Argentina's 11-bank advisory group and the transfer to creditor banks on Friday of \$100m on overdue interest payments on the country's \$43.6bn foreign debt. As a result, Argentina has now paid all interest due.

Creditor banks will now be able to include this latest interest payment in their third-quarter earnings, although because Buenos Aires is still so far in arrears, they may still have to classify their Argentine loans as "sub-standard" - a classification that falls short of writing them off.

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Federation

Continued on Page 20

Statistical Trends, Page 6

Editorial comment, Page 18

OVERSEAS NEWS

Italian budget aims to reduce public deficit

BY JAMES BUXTON IN ROME

THE GOVERNMENT of Silvio Berlinguer formally presented to Parliament at the weekend its budget for 1985 which aims to hold down spending in real terms and reduce the public sector deficit.

The budget envisages spending same in real terms as that for 1984, assuming growth forecasts are met. But although the borrowing requirement is expected to decline in real terms there will still be a substantial increase in total Government debt which is now almost as big as Italy's GDP.

The new budget, while only a very modest step towards the long-overdue reordering of Government finances, is based on what may be sanguine assumptions about the will to accept in practice a policy of restraint.

The chief objective of the five party coalition Government is to bring inflation down to an average of 7 per cent next year, from its expected 1984 average of just over 10 per cent.

Gross Domestic Product is expected to rise next year by about 2.5 per cent, about the same as the expected rate of increase for this year.

According to the Government's calculations, the public sector borrowing requirement next year will be L16,400bn (\$51bn). This would be only marginally up on this year's expected requirement of L15,800bn and taking into account economic growth would represent a drop in the proportion of GDP from 15.7 per cent this year to 14.3 per cent next year. These percentages are much higher than those of other major industrial countries.

Total Government spending next year is put at L358,000bn about 54 per cent of GDP and about the same as that for 1984.

The budget also assumes that Parliament will accept cuts in health spending, similar to those which it refused to accept last year.

The first of these measures was presented to Parliament in August while the building amnesty has been under Parliamentary consideration for exactly a year.

There is naturally union opposition to the proposals to keep public sector pay rises to 7 per cent - which would mean no increase in real terms even if the 7 per cent inflation target is met.

Ministers pleased by IRA arms seizure

BY TONY WALKER IN CAIRO

KING HASSAN of Morocco has proposed that the Arab League hold a special summit to discuss Jordan's controversial decision to re-establish full diplomatic relations with Egypt.

The king, in his capacity as chairman of the Arab League, is despatching envoys to regional capitals to sound out opinion on a special meeting to be convened in Morocco.

In the event that such a meeting is held, it would almost certainly develop into a full-scale discussion of Egypt's suitability to be readmitted to the Arab fold.

Meanwhile, in Kuwait at the weekend Mr Yasser Arafat, leader of the Palestine Liberation Organisation, called on Arab countries to restore relations with Egypt severed in 1979 after an Arab League summit in Baghdad decided to boycott Egypt because it signed the peace treaty with Israel.

Mr Arafat, who had several meetings with King Hussein of Jordan

last week, declined to comment directly on the Jordanian decision but his remarks in Kuwait were clearly intended to signal his support for Jordan's unilateral decision to upgrade relations with Egypt.

Mr Arafat, who is under great pressure from extremist groups within the PLO, has moved closer to the moderate Arab position on peace in the Middle East.

Syria and Libya have frequently criticised Jordan for breaking ranks with its fellow Arab League members. Saudi Arabia and Kuwait have criticised Jordan, but tempered their criticism by indicating support for Egypt's return to the Arab fold.

Mr Boutros Ghali, Egypt's Minister of State for Foreign Affairs, said: "Resumption of relations (with Jordan) should open the door before the remainder of the hesitating Arab states to rid themselves of the Baghdad resolution and work for restoring relations with Egypt."

Hassan seeks Arab summit on Jordan's decision over Egypt

Top Israeli quits over economy

TEL AVIV—A senior Israeli Finance Ministry official resigned yesterday, charging that the new government was failing to take swift, tough action to revive the economy. Reuter reports.

Mr Nissim Barash, the ministry's Director-General for only three months, said the government had not shown the political will to implement a programme prepared by the ministry. This was apt to embroil him with Shimon Peres, the Prime Minister, who plans to visit Washington this month to seek emergency economic assistance.

Bill to help Tamils

SRI LANKA has prepared legislation to deal with Tamil grievances, said Mr Lalith Athulathmudali, the National Security Minister. Mervyn de Silva reported from Colombo. It would set up district councils and a second chamber, part-elected and part-nominated, with committees to monitor human rights violations and employment.

Iraq threat in Gulf

Iraq threatened yesterday to step up attacks on Iranian economic installations after two air strikes on a petrochemical complex near the front lines in the Gulf war in the past eight days. Reuter reports from Baghdad. Iraqi jets yesterday raided the uncompleted complex at Bandar Khomais in south-west Iran.

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FINANCIAL TIMES

21st century telecommunications come to Tokyo suburb

BY ROBERT COTTRELL IN TOKYO

WHILE MOST people in many parts of the world are happy enough to find an operational public phone booth, Tokyo's Mitaka district residents (at the weekend) became the first beneficiaries of an integrated telecommunications system likely to spur around social and economic change.

Its aim is to provide a common linkage between all types of communication equipment commonly found in homes and offices: telephones, computers, televisions, facsimile transmitters, telex machines. Also on the space-age hook-up

will be some less common devices such as the sketchphone, which transmits hand-drawn diagrams, and the television printer, with further accommodation for future devices such as the pocket-sized portable telephone which, the engineers say, will be carried by almost everyone in 30 years' time.

Electronic conversation between these devices can be on an unheard-of scale, with large computers offering database information and data-processing services. Home banking and home shopping become obvious possibilities. Equally feasible

make that integrated package cheaply commonplace in every home and office. The capital cost, however, will be enormous, with brokers estimating that the company may spend \$20,000bn to \$30,000bn (286bn and 299bn) between 1980 and 2000.

The major technological breakthroughs which make INS physically possible are optical fibre cables, which can carry more—and more complex—information than conventional copper-wire cables; and very large-scale integrated circuits, which compress complicated electronic components and circuitry into small, cheap packages.

NTT is now completing a major optical fibre trunk route the length of Japan, which will be the backbone of the country's telecommunications in coming decades. (Some of NTT's shares are expected to be sold to the Japanese public next year, and its monopoly powers curtailed. Rival carriers will probably then be formed to lease NTT lines, and provide competitive services.)

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OVERSEAS NEWS

Greece will be Awacs base by end of 1985

By Andriana Irediaconou in Athens

GREECE WILL become a base by the end of 1985 for a Nato Advanced Warning Airborne Communication System (Awacs) aircraft which will be used for detection of enemy air movements along the south-eastern borders of the Alliance.

Athens had agreed to participate in a project to set up an Nato Airborne Early Warning Force (NAEWF) before the conservatives lost power to Dr Andreas Papandreou's Socialist Party in October 1981.

Alliance members were required to make special contributions to finance the project, total cost of which is estimated at more than \$2bn (£1.6bn).

The Socialists are continuing this participation despite the fact that in the past three years they have reduced Greece's role in Nato's military wing and actively cultivated relations with the Soviet Union and the Balkan Warsaw Pact countries, Bulgaria and Romania.

Under the NAEWF project, 18 Awacs aircraft will be deployed across the Alliance by the end of 1985. Command Headquarters for the force are located at Supreme Headquarters Allied Powers Europe (SHAPE), in Belgium.

A main Awacs base at Kiel-Kirchen in West Germany has been active since 1982, while 18 aircraft at present are in place. Britain is deploying its own separate force of 11 Nimonds, based at RAF Waddington.

There are three forward Awacs operating bases. The first, at Konya in southern Turkey, has been operating since late 1983. A second, at Trapani in Italy, is scheduled to come into use by the end of 1985. The Greek base will be the third.

One Awacs, a specially converted Boeing 707, with crew, will be rotated into and out of Preveza, the site of a Greek Air Force base, on the western Ionian coast of Greece.

Renovation of ground radar facilities to receive the aircraft is currently under way at Preveza.

The aircraft will be deployed to detect "enemy" air movements during Nato exercises in the region. Awacs aircraft are particularly well equipped to detect low-flying fighter jets.

Brussels bid to end budget deadlock

BY QUENTIN PEEL IN BRUSSELS

A LAST-DITCH effort by the Foreign and Finance Ministers of the European Community began today to break their deadlock over financing the overspent budget of the EEC, and revive the momentum of the stalled negotiations to bring back Spain and Portugal into an enlarged Community.

The Ministers face a deadline of Friday by which they are legally bound to present a budget for 1985 to the European Parliament for its approval.

They also have to agree on a supplementary budget for the rest of 1984 to prevent the European Commission from running out of cash by the end of October—money which it needs to finance committed farm spending.

The source of conflict between

At the same time, they face an ultimatum from West Germany that contributions from member states cannot be increased in the long-term until enlargement of the EEC is agreed and accomplished.

But without such an increase, the money will not be available to allow Britain its proposed reduction in net budget contributions next year.

The latest hurdle now faced by the Council of Ministers representing the 10-member states risks turning into a confrontation with both the European Parliament and the Commission over the terms of the budget package they put together, especially the means of enforcing long-term control of spending.

They are also proposing to set a ceiling on non-farm spending.

ing, however, apparently stifling the right of Parliament to negotiate a different figure. Now the Ministers will have to find some way of satisfying Parliament that its powers are not encroached on, while finding a formula for spending control which equally reassures France, Denmark, Greece and Italy that their farmers will not see their livelihood threatened.

The conclusions of the Finance Ministers will have to be passed immediately to the Foreign Ministers' meeting on Tuesday morning.

The Foreign Ministers will then have to pull together all the strings of a budget package demanded by Britain as the prerequisite for approving increased spending in 1985.

Urgent need to drain EEC's wine lake

BY IVO DAWNAY IN BRUSSELS

TAKES A 3bn-litre wine lake, add more than £1bn (£500m) in EEC support payments, stir in three equal measures of social, budgetary and community enlargement issues.

This is the potent cocktail of problems to be served to the EEC's farm ministers at an emergency council meeting in Luxembourg today. But there is little likelihood that they will find it any more digestible than they did when they met at Kinnaray last week.

The community's growing wine surplus is now by far the most urgent problem on the agricultural agenda. Without a collective agreement on how to stem the tide, no clear terms on wine can be put to Spain in its negotiations to enter the EEC.

Moreover, such is the linkage between disparate issues in every Community negotiation, this could have repercussions for the EEC budget because West Germany has refused to

approve an increase in the Community's resources until the terms of Spain's and Portugal's admission to the EEC are agreed.

The sources of the wine lake are simple—too much is produced and too little is drunk.

Meanwhile, the annual cost of maintaining the EEC's wine system has risen from fewer than Ecu 100m to more than Ecu 1bn in 10 years.

Output each year has increased by one percentage point annually for almost a decade, to a new high of 185m hectolitres. Consumption is now down to 145m hl a year.

In France, for example, the largest EEC wine drinker, consumption of wine by citizens each year has dropped from an average of 130 litres in the 1960s to fewer than 85 litres today. A further 20 litre annual decline is anticipated for the next few years.

Small increases in wine drinking in the northern coun-

tries which produce little wine account for only a few buckets in the ocean of surpluses.

According to one expert, half the EEC's 1.5m hectares of vines should be torn up in order to bring demand and production into equilibrium.

This summer the EEC Commission has proposed a series of measures to tackle the problem, including:

- A new Guaranteed Threshold on price support, to force compulsory distillation of wine with a reduced rate of compensation once 100m hl of Community production had been exceeded.

- A freeze on the rates of price-support over several years.

- Ceilings on the amount of wine any one producer may submit for voluntary distillation at preferential prices.

- Increased support for grubbing-up old vines, restrictions on replanting to 50 per cent of the area formerly under vines, and bans on irrigation of land and the adding of sugar

to wine.

The northern member states have reacted with broad approval to this stringent plan, though West Germany is flatly opposed to the sugar ban (important in its production) and wants exemptions for its farmers from the grubbing rules.

France, while accepting many elements in the package, is arguing strongly for national production quotas fixed at 85 per cent of current output.

Both the French and the Commission schemes have met a brick wall in Italy, which, with Greek support, claims that incentives for grubbing-up vines and efforts to encourage consumption would be sufficient to tackle the problem.

The likely outcome is that an amended version of the Commission's scheme will be accepted by all except the Italians, who will then come under intense pressure, sweetened with some concessions, to bow to the inevitable.

Violence flares over Malta's church schools

NEITHER the Maltese Government nor the island's powerful Roman Catholic church appeared ready at the weekend to step back from a devastating clash over church schools which has sparked increasing violence and social tension.

Godfrey Grima, premier, did not raise any hopes of a compromise in the dispute

over Mr Mintoff's decision to force church schools to abandon tuition fees.

Violence and threats of unrest are mounting. On Saturday a bomb placed outside the home of a member of the church hierarchy rocked a Valletta suburb while trade unions are warning of disruptive action in government

departments this week.

The Government is apparently convinced that the church and the opposition parties are in alliance against it. The church has decided to close from today eight secondary schools until the constitutional court has ruled on whether the Government's measures are legal or not.

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WORLD TRADE NEWS

Japan to cut VCR exports to EEC by 10%

TOKYO. Japan's Ministry of International Trade and Industry said at the weekend that it has asked Japanese manufacturers of video cassette recorders (VCRs) to curtail their exports of finished sets to the European Community by at least 10 per cent this year to maintain "proper prices."

The Ministry has offered "administrative guidance" to VCR makers to cut down their exports to the EEC during the Christmas season, a Miti official said. Japan agreed with the EEC last year to limit its exports of VCRs this year to 3.95m finished sets and 600,000 knockdown sets to be assembled in Europe.

The new cut has been decided upon to avoid price competition among Japanese makers because of slackening demand for VCRs in Europe, said the Miti official. Each maker is to be required to cut back more than 10 per cent of its current allotment.

Notification of the measure will be formally conveyed to Viscount Etienne Davignon the EEC vice-president, who is scheduled to start a visit to Japan today.

The guidance does not affect knock-down units, the Ministry official said. He declined to give figures of VCR exports to the EEC this year, but the Japanese economic daily newspaper Nihon Keizai Shinbun said they had declined 11.7 per cent compared with the same period last year.

The Electronics Industries Association of Japan announced last week that Japan's total exports of VCRs climbed to an all-time high in August, reaching 1,933m units, up 51.7 per cent from a year earlier. The U.S. accounted for 52.5 per cent, while 19.1 per cent or 380,825 units, went to the EEC.

The Expressway and Rapid Transit Authority of Thailand has awarded a \$40m contract to a Japanese-Thai consortium for the construction of a 450 metre bridge across the Chao Phraya River, Nissoi Iwat, leader of the consortium said.

Construction of the cable-stayed bridge is expected to start next month. Agencies

'Anti-trade' Bill rushes through U.S. Congress

BY STEWART FLEMING AND NANCY DUNNE IN WASHINGTON

ONE OF the most complex and some fear, dangerous reforms of trade law seen in the U.S. in recent years will undergo its final test in the House of Representatives this week. The measure, which has already passed the Senate and the house Ways and Means Committee was described by the Washington Post last week as the "Anti-Trade" Bill.

The newspaper said: "The trade bill now rolling through Congress like a runaway truck... is dangerous to the American economy at home and to American interests abroad."

The Bill appeared from almost nowhere a week ago, to the astonishment even of Senate majority leader Howard Baker. Astonishingly, the Senate passed its version of the legislation, which had earlier been given no chance of completion this term, unanimously.

The new Bill is an extraordinary combination of free trade initiatives, such as the extension of the Generalized System of Preferences (GSP) and abolition of import duties on semi-conductors, and of protectionist measures which seem destined to secure approval because Congressmen need the votes in the November elections.

Lost in the rush is anything which smacks of trade policy

or even intelligent debate about trade policy and diplomats in this field. They are wringing their hands with frustration because of the difficulty in discovering even what is, and is not, in the legislation so as to put forward their views.

Some of the legislation as it stands is certainly seen by trade experts to be illegal under the rules of the General Agreement on Tariffs and Trade. And there is widespread agreement that other changes will open the door for industries such as the copper and footwear manufacturers, denied protection this year, to come back in 1985 with new complaints and far better legal backing to make them stick.

The new legislation has come so far so fast, and is almost certain to find its way to the President's desk within the next week, reflects an unusual confluence of political currents, both old and new.

Pre-election pressure to bring something home to the voters from Washington has meant that the legislation in some cases has been designed to protect local business interests from foreign competition, but in others to give tariff relief to certain imports so that local industry can have access to slightly cheaper components.

Cheaper imported umbrellas from Taiwan, for instance, will help manufacturers in Senator John Glenn's state of Ohio.

Other forces pushing the omnibus trade legislation through quickly include the Reagan Administration's desire to see Congress approve new laws to allow the creation of a bilateral free trade agreement with Israel, which will appeal to the Jewish vote.

Its backing for an extension of the GSP is to avoid the U.S. being placed in the humiliating position of being the only major advanced industrial nation which has not approved it.

This would not sit well with its public stance as the economic locomotive pulling the Third World out of recession and debt.

The flood gates for the new legislation were apparently opened by President Reagan's decision a week ago to deny the steel industry quota and tariff protection, but to promise to negotiate "voluntary restraint agreements" to make them enforceable at the U.S. border.

That legislation, as now written in Congress, will aim to hold imports to 17 per cent of the U.S. market rather than the 20 per cent the Administration wanted, and will pressure the

steel industry to modernise, something the Republicans wanted to avoid.

The legislation contains a new version of the wine Equity Bill which could allow grape growers to file a lawsuit to protect the wine industry under GATT rules only industries may sue claiming injury and it remains to be seen whether the principle that primary producers may go to court over a manufactured product will be extended beyond the wine industry.

Staff officials in Congress are also anticipating that as part of the new debate over GSP an amendment will be made soon to remove South Korea, Hong Kong and Taiwan from the list of countries who qualify for favourable tariff treatment. In committee, the House has already voted to limit the GSP to five, rather than ten years.

Another general revision to trade law included in the Senate Bill would require the International Trade Commission to put emphasis on levels of import penetration and job losses, rather than the health and profitability of an industry as defined when it was injured. The footwear industry was denied protection this year because it is profitable. Next year, if the law passes, it would have a better

chance of winning such a case. Supporters of the Bill who are also sympathetic to free trade argue that both the Senate and House have defeated some of the more blatantly protectionist proposals, such as the pressure for import quotas on tuna or textiles. But they concede that the procedures of the coming week could open the door for new protectionist measures to be inserted.

Those procedures, which are critical for the legislation's further progress, will be determined by the House Rules Committee today, when it decides whether or not to limit both debate on the House floor and the right to introduce floor amendments to members of the Ways and Means Committee.

If it is accepted, the legislation is kept on a fast track, then a House-Senate conference, probably on Wednesday, will be charged with making the critical decisions on the final shape of the new law. Congressmen with an interest in particular clauses of the Bill, or who are fighting tight re-election campaigns are already jockeying for positions at the conference table.

The new legislation will be in action this week in Washington and it will not be a pretty sight. The international trade community, waiting in the wings, can only watch anxiously.

Treasury and ECGD meet on export risk after Lawson pledge

BY CHRISTIAN TYLER, TRADE EDITOR

A MORE lenient policy towards insuring UK exports to indebted countries may emerge from discussions between the Treasury and the Export Credit Guarantee Department.

Officials are trying to work out how the loss-making ECGD could take on extra risk without abandoning all pretence of prudent underwriting.

The discussions, instigated by the Treasury, follow a Government commitment to support trade credits to countries that have rescheduled their debts so that they can continue to import necessary goods and services.

A review of policy was announced by Mr Nigel Lawson, the Chancellor, at the International Monetary Fund and World Bank meeting in Washington last week. His aim is to get similar commitments from all the export credit agencies in the industrialised world so that they can jointly boost trade finance to struggling countries.

The ECGD may protest, however, that it cannot relax its underwriting criteria without undermining its financial objectives. The Treasury may be asked to take the added risk itself. When a country is forced to reschedule its debts, the ECGD suspends credit until payments start to flow again and some track record has been re-established.

Financing deals for Colombian metro agreed

BY JOHN DAVIES IN FRANKFURT

CONTRACTS HAVE been signed in Frankfurt to provide more than DM 1bn (\$296m) to help finance a new urban railway system in the Colombian city of Medellin.

A consortium of West German and Spanish companies, headed by Maschinenfabrik Augsburg-Nürnberg (MAN) and Entrecanales y Tavora of Madrid, won the order for the DM 1.5bn project against tough international competition.

The Colombian communal concern planning the rail project will receive credit of DM 485m through bank consortia led by Dresden Bank of West Germany and by its Luxembourg subsidiary. Most of the credit is covered by Bonn government guarantees.

A further DM 537m credit will come from the Kreditanstalt für Wiederaufbau, the Frankfurt-based institution owned by the federal and state governments, whose activities include export finance. Its package contains DM 52m from a Bonn Government fund to finance economic co-operation between Colombia and West Germany.

Further finance is to come from Spain, including the Banco Exterior de España. Credit terms were a key element in competition for the job, which will be the largest rail construction project under way in South America.

Apart from MAN, the engineering and truck group, the chief West German partners involved are Siemens, the electrical concern, and Dyckerhoff and Widmann, the construction group. The rail consortium is hoping that the project will help it to gain similar work in South America.

\$50m Cathay Pacific order for Rolls-Royce

BY DAVID DODWELL IN HONG KONG

CATHAY PACIFIC, Hong Kong's flag-carrying airline, has ordered engine spares from Rolls Royce worth \$50m, Mr Michael Miles, chairman of the group which controls the airline, revealed at the weekend.

Mr Miles also stated that the airline is almost certain to take up an option to buy a stretched four-deck Boeing 747, costing about \$80m, at the end of the year.

Mr Miles, chairman of Swire Pacific, the British company that owns 70 per cent of Cathay, said he was able to confirm the purchases following the publication

WORLD ECONOMIC INDICATORS

FOREIGN EXCHANGE RESERVES (US\$bn)

	July '84	June '84	May '84	July '83
U.S.	6,105	6,329	6,420	7,271
Japan	20,993	21,002	21,150	28,741
W. Germany	38,416	38,802	39,459	38,214
UK	7,001	7,057	7,500	9,013
Italy	18,531	17,920	17,522	18,579
Netherlands	8,508	8,434	8,580	8,946
Belgium	3,136	3,159	3,174	4,442
France	19,419	19,304	18,94	15,917

Source: IMF

SHIPPING REPORT

Small tanker business improves

BY ANDREW FISHER, SHIPPING CORRESPONDENT

SMALLER TANKERS below the very large crude carrier (VLCC) size continued to see an increase in business last week, though rates have still to show a marked increase.

In the Gulf, despite the absence of further attacks on shipping, inquiry remained poor. Other loading areas like Indonesia, West Africa, the Mediterranean and the North Sea were more lively.

One 280,000 tonne cargo was fixed from the Gulf to Singapore at Worldscale 23.75, which Galbraith's said, indicated a possible rate of Worldscale 20 to the West, if the business was there. This would be below rates obtained earlier in 1984 and back to the poor levels of the previous two years.

"Owners with ULCC's (ultra-large crude carriers) must be

wondering when they are likely to see general market business being announced for their tankers again, because it is now a very long time since an order for a 350,000-tonner was openly quoted," the London shipbroker said.

The dry cargo market ended the week on a quiet note, especially across the Atlantic. Grain trading was especially slack.

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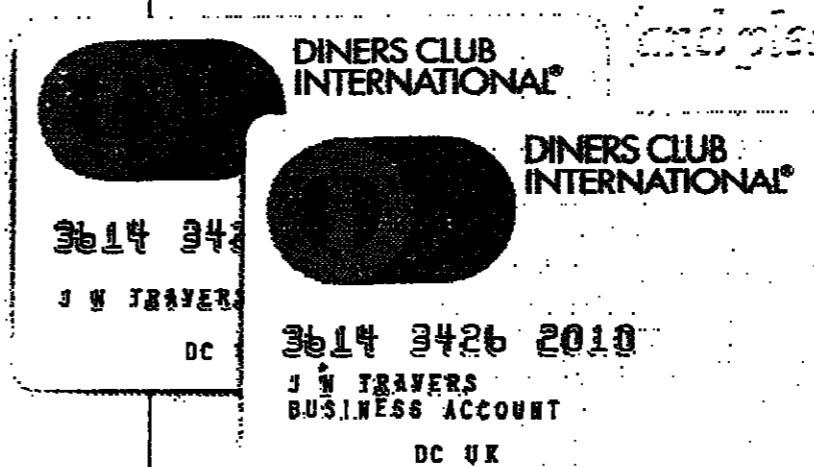
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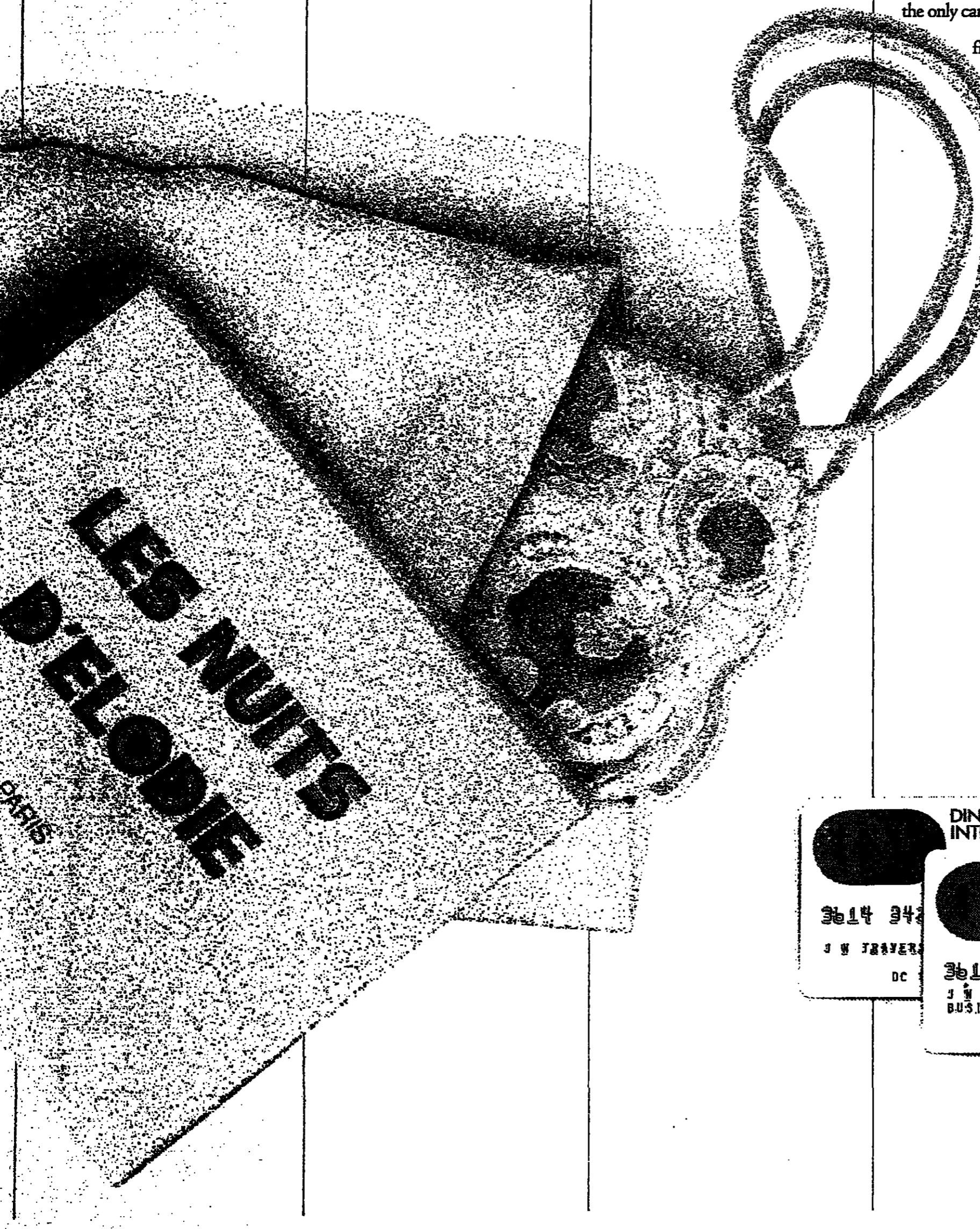
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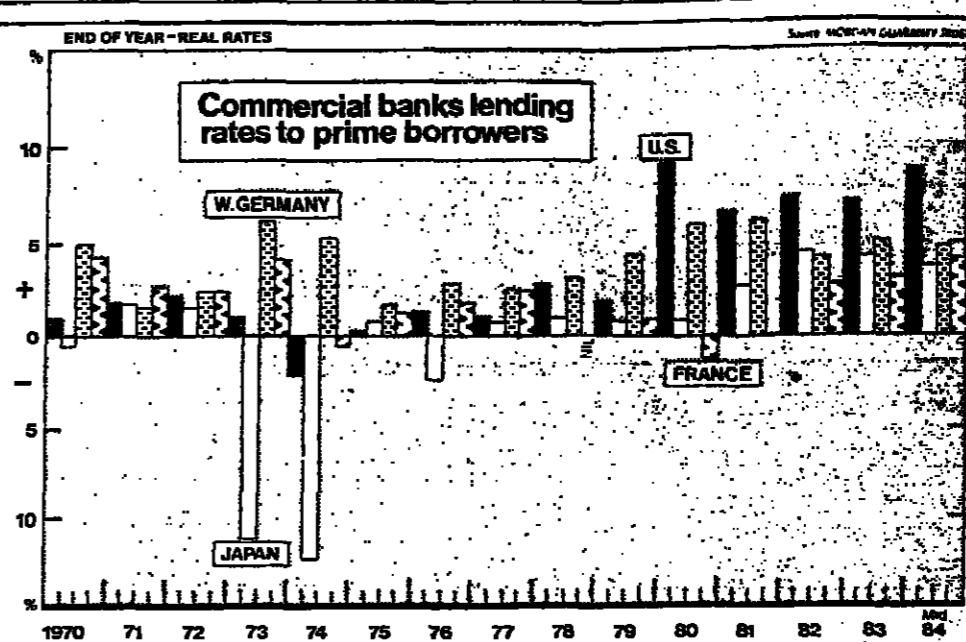
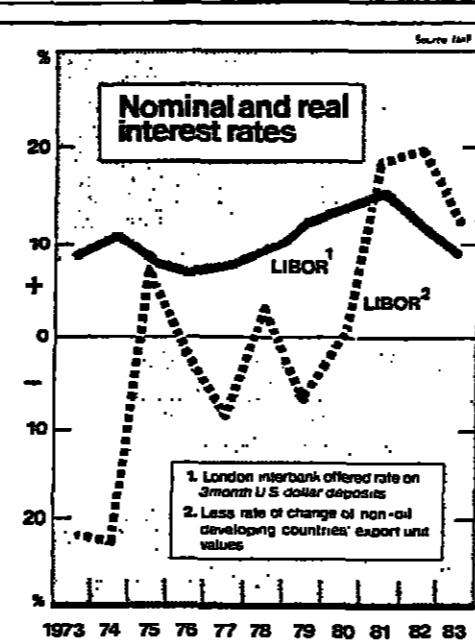
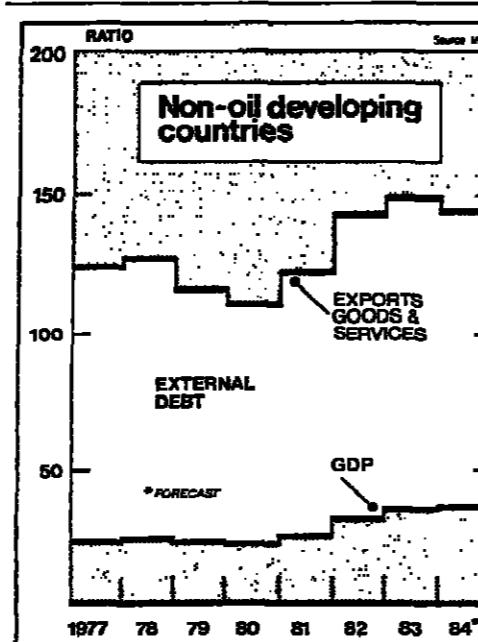
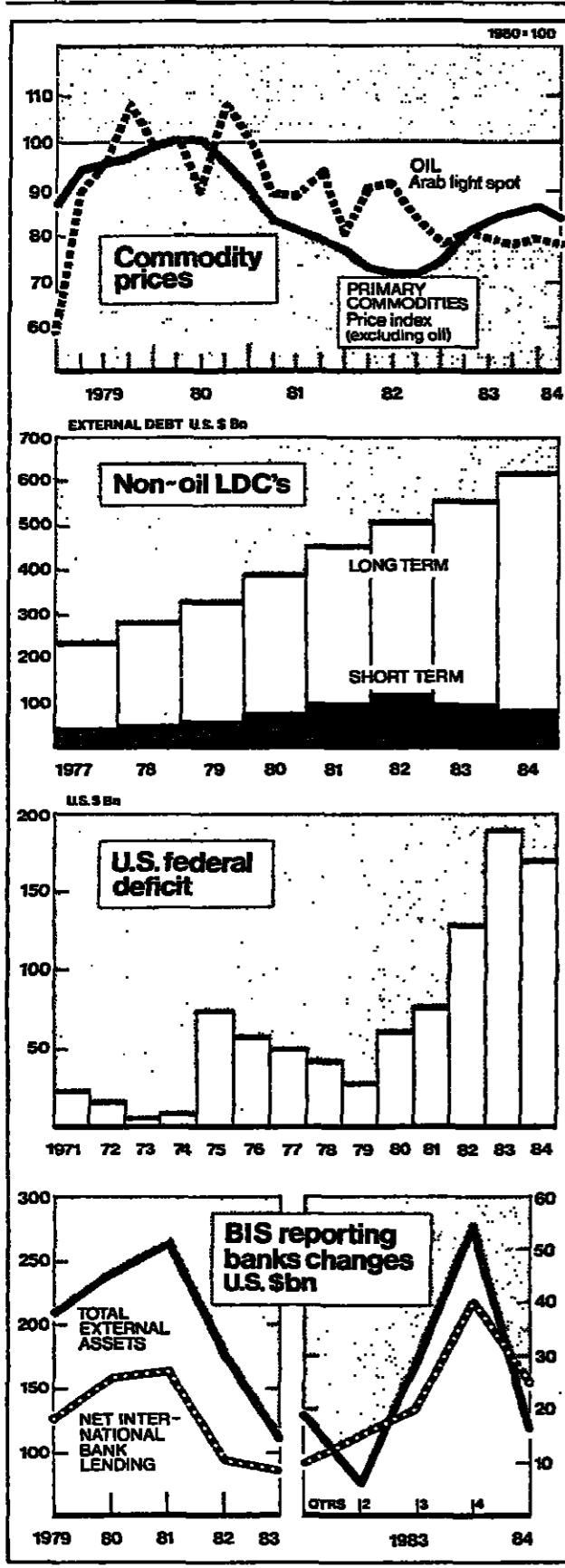
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STATISTICAL TRENDS: DEBT AND FINANCING



Interest rates cloud growth prospects

BOTH THE industrialised countries and the less developed countries (LDCs) have been severely affected by the high real interest rates which have dominated the world's money markets for the past three years.

The effect on LDCs has been an increase in their debt service commitments at a time when they were also faced with a cutback in available external finance and increasing current account deficits. Industrialised countries have seen interest payments become an increasingly important item of government expenditure.

The rate of growth of international bank lending reached a peak in 1981 and since then has fallen dramatically. Total external assets of the reporting banks in the Bank for International Settlements area grew by only \$106bn in 1983 compared with

\$265bn in 1981. This is reflected in the current account financing of non-oil LDCs, which have faced a substantial cutback in private lending,

DEBT: NON-OIL LDCs

Year	Debt Service Ratio	1981	1982
1977	14.8	21.3	
1978	18.7	24.5	
1979	16.1	19.3	21.5
1980	17.2	19.6	21.1

* Estimate. * Payments % of exports of goods and services. Source: IMF

down from a high of \$71bn in 1981 to \$20bn in 1983.

This squeeze on financing, together with falling commodity prices, forced non-oil LDCs to cut back imports, with a consequent loss of output. These pressures were responsible for a wave of debt rescheduling which has reduced their debt service ratio from 24.5 per cent in 1982 to an estimated 21 per cent in 1984.

Output has improved, with a forecast real growth rate this year of 3.5 per cent. Export volume is expected to rise by 7 per cent, and the fall in import volume to be reversed. There has also been an upturn in commodity prices. But the effect of high real interest rates is to require an increase in the volume of exports just to service a fixed amount of debt.

Production cuts and a fall in the price of oil (in terms of U.S.\$) have turned the current

account surplus of \$11bn which the oil-exporting countries achieved in 1980 into a deficit of \$16bn in 1983. This has been accompanied by a marked reduction in their imports of goods and services.

In the industrialised countries, the 1970s and early 1980s saw increases in government deficits as a proportion of gross domestic product (GDP).

General government debt to

40 and 60 per cent for many countries. Some are higher: Italy's stands at 80 per cent and Belgium's at 103 per cent. Interest payments on public debt now account for between 7 and 18 per cent of current expenditure in EEC countries.

Japan's tighter fiscal policy has led to a reduction in the ratio of debt to GDP, although there has been a fall in West Germany's, but the U.S. federal deficit soared between 1981 and 1983, rising from

1 per cent of GDP to 3.9 per cent.

With real average interest rates on debt of 2 to 5 per cent real growth rates of more than 2 per cent must be achieved for many countries to remain at the same level of indebtedness.

The upturn in the world economy has brought some relief to non-oil LDCs because of an increase in world trade. But growth outside the U.S. and Japan is still patchy, and

the mounting U.S. deficits on current account and federal spending are drawing in finance from the developed world.

Although the LDCs have reduced their debt service ratios by rescheduling short-term debt to GDP continues to rise. But interest rates show no sign of disappearing in the near future and they continue to cast a cloud over both developed and developing countries.

Real Growth

% change
Industrialised Oil Non-oil
countries exporting developing

1977	3.9	6.3	5.7
1978	4.1	2.3	6.4
1979	3.5	3.7	5.1
1980	1.5	-2.0	5.0
1981	1.6	-4.0	2.8
1982	-0.1	-4.3	7.5
1983	2.3	-1.1	1.6
1984	3.6	4.7	3.5

* Forecast. Source: IMF

Non-oil LDCs

Current Account Financing
U.S.\$bn

Long-term borrowing	Borrowing	from	from	creditors (net)
1977	13.1	18.4		
1978	13.8	32.8		
1979	17.0	36.5		
1980	20.0	65.5		
1981	22.5	70.5		
1982	21.6	38.2		
1983	22.6	20.2		
1984*	24.1	21.2		

* Forecast. Source: IMF

LDC Debt

Debt exposure to BIS Banks
U.S.\$bn March 1984

	Mexico	Brazil	Argentina	Venezuela	S. Korea	Chile
1977	4.2	2.7	2.7	2.5	2.1	1.1
1978	10.0	8.6	10.7	9.5	2.1	1.1
1979	8.0	6.5	8.5	7.5	2.0	1.0
1980	9.0	7.5	9.5	8.5	2.0	1.0
1981	1.7	1.7	1.7	1.7	0.6	0.6
1982	2.0	2.0	2.0	2.0	0.6	0.6
1983	5.3	5.3	5.3	5.3	0.6	0.6
1984*	7.0	6.5	6.5	6.5	0.6	0.6

* Forecasts. Source: IMF

International Markets Funds

U.S.\$bn

	Bank loans	Bonds
1972	8.7	11.2
1973	20.8	10.0
1974	28.5	12.3
1975	20.8	22.0
1976	28.4	34.8
1977	34.2	36.1
1978	73.8	37.4
1979	79.3	40.6
1980	81.0	38.8
1981	147.7	52.8
1982	102.4	76.5
1983	80.5	77.1

* Forecast. Source: OECD

LDCs Trade

Volume of exports
Volume of imports

	1977	1978	1979	1980	1981	1982	1983
1977	4.2	5.2	5.2	5.2	5.2	5.2	5.2
1978	10.0	8.6	10.7	9.5	10.7	10.7	10.7
1979	8.0	6.5	8.5	7.5	8.5	8.5	8.5
1980	9.0	7.5	9.5	8.5	9.5	9.5	9.5
1981	1.7	1.7	1.7	1.7	1.7	1.7	1.7
1982	2.0	2.0	2.0	2.0	2.0	2.0	2.0
1983	5.3	5.3	5.3	5.3	5.3	5.3	5.3

* Forecasts. Source: IMF

Current Account

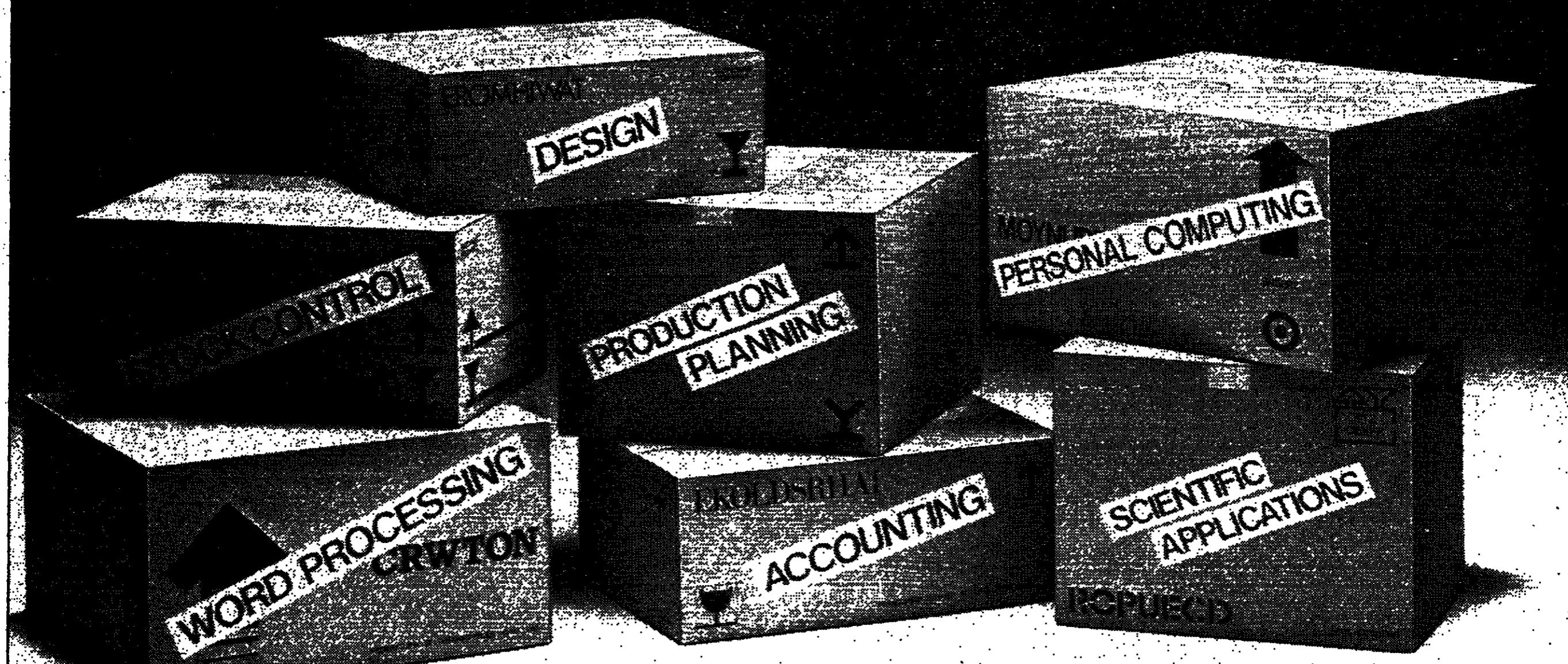
U.S.\$bn

	U.S.	Japan	EEC
1972	7.1	-0.1	2.9
1973	2.0	-4.7	-2.9
1974	12.2	-0.7	2.5
1975	4.2	-3.7	3.9
1976	14.5	10.9	3.0
1977	-15.4	18.5	18
1978	-15.4	18.5	18
1979	-18.8	-18.8	-14
1980	0.4	-10.7	-7
1981	4.6	4.8	-23
1982	-11.2	6.8	-9
1983	-40.3	20.8	2.0
1984*	-38	30	3.0

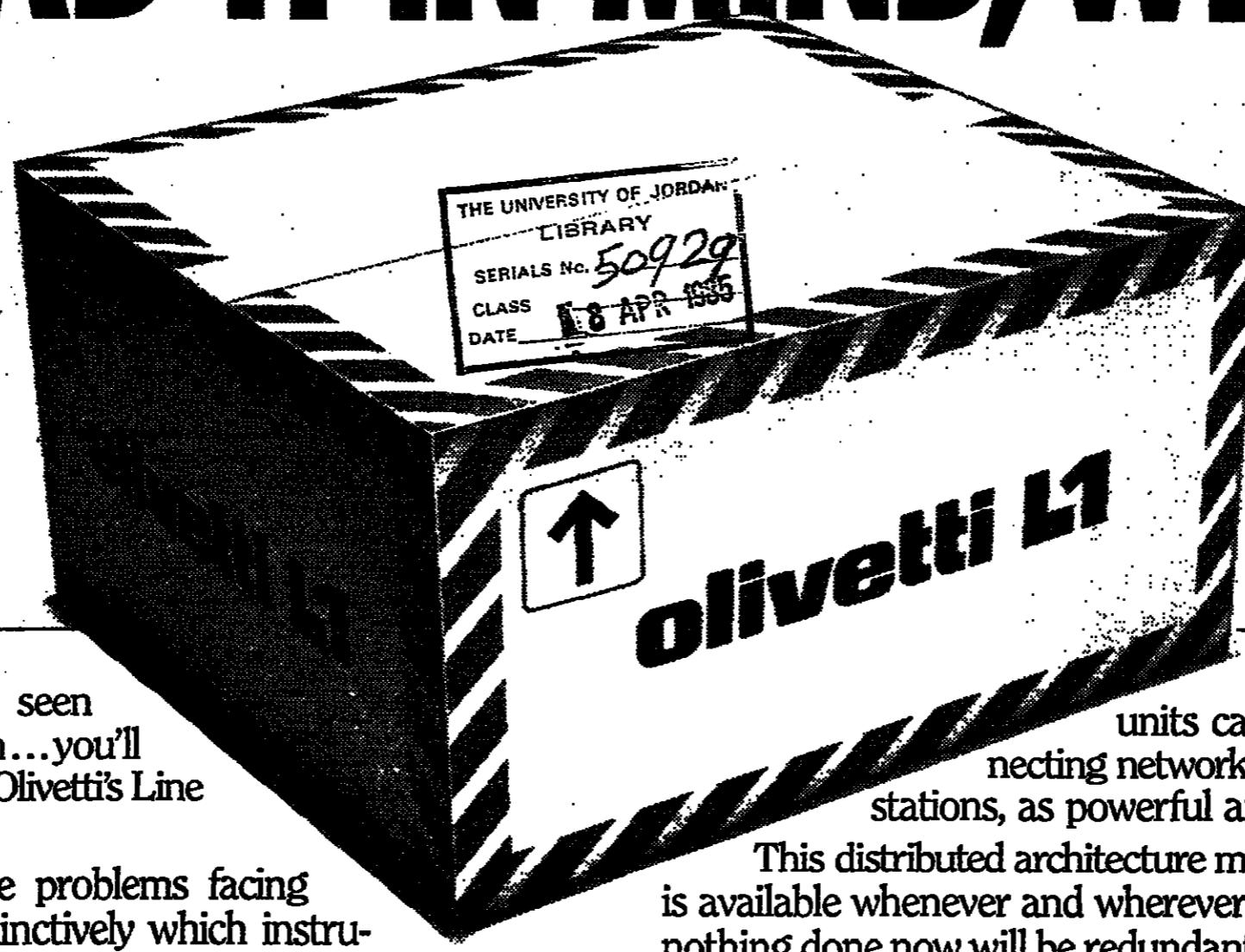
* Forecast. Source: OECD

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UK NEWS

Return on capital 'still below levels of 1970s'

BY PHILIP STEPHENS

THE RATE of return on capital in British industry is still below the levels of the 1970s, despite a surge in corporate profits over the past two years, according to a new study by the Bank of England.

The study, to be published later today in the Bank's quarterly bulletin highlights, however, the sharply differing performance of companies in the capital goods and the consumer sectors.

Based on an analysis of 1,900 of Britain's largest companies, it says that apart from the electronics industry the average rate of return for companies producing capital goods is well below the level of the last decade.

The Bank says that the construction industries have continued to suffer from low private and public investment, while profitability in the motor and metals industries have been even more depressed.

The buoyancy of the electronics sector during the recession reflect-

ed income from the large liquid assets held by several major companies to the recession was received by such businesses.

This has allowed electronics companies to remain at the top of the profitability league, with an average rate of return of more than 20 per cent last year.

The Bank estimates the rate of return enjoyed by the capital goods sector, as a whole, at 7 per cent on a current cost basis in 1983, up slightly from the 5 per cent recorded in the depths of the recession in 1980.

Current cost data is not available for the 1970s, but historical cost figures show that current profitability is at only two-thirds of the peak levels seen in 1976 and 1977.

The figures are in stark contrast to the healthy profits of consumer goods' manufacturers. This sector suffered only a small drop in profits during the recession and has recorded steady increases since 1980,

The resilience of consumer goods companies to the recession was helped by the large overseas interests of many major companies, particularly food, tobacco and pharmaceutical producers.

Corporate tax changes announced in this year's budget will tend to benefit the more profitable companies and those in the financial and services sectors, the Bank says. Less profitable companies and those in capital-intensive industries are likely to be worse off.

The measures will, however, reduce distortions between the relative costs of employment and capital and will remove most of the bias in favour of debt rather than equity finance.

A separate article in the bulletin says that the steep rise in profitability of industrial and commercial companies as a whole since 1979 has transformed their financial position.

Defence of N. Sea price might harm trade, says BNOC

BY DOMINIC LAWSON

BRITISH NATIONAL Oil Corporation (BNOC) fears that many companies might abandon the UK as a long-term supplier of oil, unless the strength of the dollar, the currency in which North Sea oil is traded.

The Government has set its face against any cut in the \$30-a-barrel term price for North Sea crude. Until recently the Government had publicly maintained that selling rates were agreed between BNOC and the oil industry in accordance with market conditions and without interference from the Government.

However, when North Sea oil prices tumbled to below \$26.50 at the beginning of August, Mr Alick Buchanan-Smith, Energy Minister, wrote to eight major oil companies telling them not to put any pressure on BNOC to cut the official \$30 price.

BNOC was not informed in advance of the move, but it is now no longer regarded by many companies as a bona fide negotiator of North Sea oil prices.

Traditionally, the main advantage of buying term oil from BNOC was that it was a secure source of supply that would charge a price that reflected the market's estimate of the value of North Sea oil.

With an oil glut, however, security of supply is no longer of great importance. More important, the oil industry now sees the UK Government as being as determined as any Oil Governor to defend its oil price at all costs.

The main victims of such a policy are not so much the oil majors, who are themselves principal producers of North Sea crude, but refining companies, particularly in Europe.

They have suffered, not only by paying well over spot market prices for BNOC crude, but additionally by the strength of the dollar, the currency in which North Sea oil is traded.

About 30 per cent of BNOC's term crude is sold to small refining and marketing companies. An oil company executive said last week that BNOC was in danger of losing that business. BNOC is about to agree a continuation of the \$30 term price for the final quarter of the year.

Many companies would prefer to see a \$29 price, which is the market price for forward deals in November shipments. However, the negotiations have taken on the aspect of a charade, since the companies know that BNOC would be prevented by the Government from agreeing to such a price reduction.

As part of its statutory duty, BNOC buys 51 per cent of all North Sea production, at term prices. But as companies have increasingly turned away from BNOC as a supplier, the Corporation has been forced to sell large volumes of the crude it purchases at a loss on the spot market. That volume might be running at up to 200,000 barrels a day.

At present North Sea spot prices of \$22.50, BNOC could, in theory, be losing up to \$300,000 a day. Although BNOC has other, profitable activities, it now seems that it is likely to make such a large loss this year that it will find it almost impossible to meet the financial target set by the Government of making a £10m pre-tax profit in 1983-86. In 1983, BNOC made £300,000 before tax.

Call for cheaper borrowing

BY ROBIN PAULEY

A CHANGE in Government policy to ensure interest rates are cut will be needed to prevent the modest British economic recovery from fading away next year, as official forecasts say it will, according to some City of London economists.

The Central Statistical Office's indicator predicting the state of the economy 12 months ahead has fallen in four successive months, and the indicator predicting the economy six months in advance has had

three successive falls, indicating that the current economic cycle has peaked and may be slowing down.

However, brokers Capel-Cure & Bevan agree that policy changes could help to prolong the expansionary phase and stop the downturn from turning into a recession.

The economists at de Zoete & Bevan think that although the British economic climate has been deteriorating since the spring, even after allowing for the impact of the miners' strike, it could now bounce back briefly.

The key then would be to change policy by relaxing, albeit modestly, the emphasis given to inflation in the monetary policy guidelines. "An upward deviation of inflation from around 5 per cent may not now be met by higher short-term interest rates, at least not immediately," said Mr Roger Bootle at Capel-Cure & Myers.

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Liberty Life — an insurer with a flair for innovation and strategic investment

Donald Gordon, chairman of Liberty Life, speaks in this interview with Richard Rolfe, London-based international editor of Finance Week of Johannesburg.

Rolfe: Last year was a record year for the Liberty Life Group. Just how good was it?

Gordon: Bearing in mind 1983 was another year of recession in South Africa, I think we did extremely well. Total assets grew by 43% to R3.5bn and by the year-end total investments under Group control reached R4.5bn. Liberty Holdings' taxed profit and earnings per share were both up by 33%.

Rolfe: What about new business?

Gordon: New business premium income increased by 55% to R209m and Liberty Life improved its market share significantly. This spectacular growth in premium income was helped by the enthusiastic reception given to our new 'Liberty Universal Lifestyle' policies. These offer a policyholder great flexibility in selecting the particular mix of life cover and market-related investments that best suits his family and financial circumstances at each stage of his life. Liberty Life's three great strengths have always been its product innovation, marketing flair and investment expertise.

Rolfe: Do you regard yourselves as innovators in life insurance?

GROUP PROFILE

Liberty Life is something of a phenomenon on the international insurance scene. Established in 1957 by Donald Gordon, its present chairman, with an initial capital of £42,000, it was a subsidiary for 15 years of Guardian Royal Exchange until control was re-acquired by South African interests in 1978.

Today it is the third largest life insurance group in South Africa and the largest shareholder-owned group. Total assets are currently approximately £2.6bn.

Closely linked have been established with the Standard Bank and the United Building Society — South Africa's largest provider of mortgage loans. The Group holds a 43% interest in Guardian National Insurance Company Limited, the South African fire and accident subsidiary of the Guardian Royal Exchange. The Group also has a joint controlling stake in the Premier Group Holdings Limited which was listed in London in July 1984. Premier is the dominant shareholder in South African Breweries Limited.

The rapid growth of the Liberty Life Group has been largely due to Mr Gordon's talent for devising new insurance techniques and his flair for developing bold and imaginative investment strategies.

In addition to its leading role in South Africa, the Liberty Life Group is beginning to have an impact on the international financial services industry. In the U.K. the Group has acquired important strategic stakes in Sun Life Assurance Society PLC and in Capital & Counties plc, a leading London-based property group.

Liberty Life is listed on both the London and Johannesburg stock exchanges and its holding company, Liberty Holdings, is listed in Johannesburg.

Life's development of the Sandton Central Business District. This new city is perhaps the most affluent in the southern hemisphere.

Early in 1984 the R33m Lbridge office complex, next door to Liberty Life's head office building, was also completed. A number of other important projects have also been started or are on the drawing board.

Rolfe: What is the total value of the Group's property interests now?

Gordon: Including our U.K. interests held through Capital & Counties, the figure is well over R1bn. However, we will need to more than double this figure by the end of the decade if the Group is to maintain its existing proportionate interest in real estate.

Rolfe: Has Liberty Life's rapid growth put a strain on its financial resources?

Gordon: In the life assurance industry new business sales really represents a hidden investment for achieving future premium and business growth. However, generally accepted accounting principles in South Africa, as in the U.K., require the cost of new business strain to be written-off as incurred. To facilitate our continued expansion, Liberty Life this year completed a R152m rights issue which attracted enthusiastic support from a broad spectrum of institutional investors both in South Africa and Britain. Today, Liberty Life's operations are backed by shareholders' funds in excess of R500m. When the Life Fund, disclosed reserves and capital contributed by minority shareholders are also taken into account, this figure increases to over R1bn — an unusually powerful level of solvency by world standards.

Because of the high interest rates prevailing, the additional liquid assets now at our disposal have been earning very attractive returns. These will help us achieve an increase in earnings in 1984. We have already indicated that we expect to pay a dividend of around 25 cents for 1984 on the enlarged capital, compared with 20 cents for 1983.

Rolfe: hasn't there also been a rearrangement of the control shareholding to give the Standard Bank a bigger stake?

Gordon: Yes. In 1978, at the time control of the Liberty Life Group returned to South Africa, the Standard Bank Group acquired a 25% interest in Lifeline Controlling Corporation, which holds 52% of the ordinary share capital of the listed top company — Liberty Holdings Limited. Liberty Holdings in turn owns 65% of Liberty Life's equity. Last October shareholdings in Lifeline Controlling Corporation were realigned and the Standard Bank Group increased its holding to 50%.

Rolfe: Apart from ensuring continuity, what other



Mr Donald Gordon

advantages flow from this rearrangement?

Gordon: The close association between the Standard Bank and Liberty Life Groups provides a solid foundation on which we can build an integrated range of financial services embracing a wide spectrum of customer requirements.

South Africa's largest provider of residential mortgage finance, the United Building Society, has also linked up with Standard Bank and ourselves, so between us we are already able to provide the South African public with every type of service from commercial banking, short-term credit, and consumer loans to housing finance, investment-linked life assurance and mutual fund units.

I believe the concept of a financial services super-market is the direction in which banking, insurance and investment is developing, in South Africa as well as abroad.

Rolfe: Coming back to the U.K., your main interests are held by Transatlantic Insurance Holdings. What plans do you have for further development overseas?

Gordon: We are very pleased with the way Transatlantic has developed. Its main interests are a 26.3% holding in Sun Life Assurance Society PLC and a 29.6% holding in Capital & Counties plc, which together represent an investment of the order of 25% in 1984 on the enlarged capital.

Insurance shares have been a volatile market over the past year, exacerbated by the battle for control of Eagle Star, the absorption of the Phoenix by Sun Alliance, and other significant moves in the financial services industry. As a major investor in the U.K. life insurance industry, we are watching developments with great interest. Sun Life, in which we have a specific interest, again performed well in 1983 with an increase of 23% in dividend payout.

In addition, Capital & Counties provides us with a useful springboard into U.K. real estate, particularly shopping centre development, in which we believe our combined expertise can be deployed to great advantage. This investment could play an important role in our total strategy.

Rolfe: What is Liberty Life's stake in Transatlantic?

Gordon: Liberty Life's control position in Transatlantic has been strengthened following the acquisition in July this year of the 20 million Transatlantic shares (24%) previously held by Lincoln National. Lincoln National recently decided to acquire Can-Am Assurance and it was appropriate that we should avoid a possible conflict of interest in the future.

Rolfe: How do you see your longer-term strategy in the U.K. developing?

Gordon: I hope it will not be long before Transatlantic is in a position to be listed on the London Stock Exchange. With a strong financial base and strategic interests in both life insurance and property development, we are well positioned to move in a number of directions following the successful formula we have developed in South Africa.

Defeat for Lonrho in Fraser election

BY JOHN MOORE, CITY CORRESPONDENT

LONRHO, the international trading group, has failed to gain the election of two of its directors to the board of House of Fraser, the Harrods stores group which Lonrho is battling to gain control.

But Mr Roland 'Tiny' Rowland, Lonrho's chief executive, has gained his own election to the Fraser board after a full count of the votes cast by shareholders of the stores group.

Professor Roland Smith, chairman of Fraser, said yesterday, "This is quite a defeat for Lonrho. We will just go on running the company and hope now we have a free hand."

Mr Paul Spicer, a Lonrho director who had been proposed for a seat on the Fraser board by his company, said yesterday that Lonrho's campaign "will go on forever. We will continue to advocate commercial policies for the benefit of House of Fraser."

Mr Rowland said: "This is just an interlude. A break — rather like 'Dallas' between series. I cannot be such an unacceptable person if 30m shares from institutions are cast for my reappointment to the board. And if I can sell Lonrho's shares for a £50m profit, as I can, I don't mind being humiliated in this way. But we will continue at House of Fraser."

At Lonrho, the setback to the group's plans to secure the election of Mr Terry Robinson and Mr Paul Spicer to the Fraser board, on which sit Lord Duncan-Sandy, Lonrho's chairman and Mr Rowland, Lonrho's chief executive, has gained his own election to the Fraser board after a full count of the votes cast by shareholders of the stores group.

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Small investors face 'squeeze' in City of London reforms

BY WILLIAM DAWKINS

PRIVATE INVESTORS will be squeezed further out of the equity markets in the coming shake-up in the operations of the City of London, Mr Christopher Johnson, group economic adviser to Lloyd's, says.

Writing in the bank's economic bulletin published today, he says too little attention has been given to the needs of the small investor in the debate on stock exchange reform.

The ending of minimum commissions by the end of 1986 would be expected to encourage small savers because the cost of trading should decline with the emergence of discount brokers offering no-frills service, says Mr Johnson.

However, the experience in the U.S., where fixed commissions were abolished in 1975, shows that many brokers may actually end up charging private clients more than before, and reserve negotiated commissions for the big institutional investors.

The decline of personal shareholders has so often been remarked upon that their return to the scene may look like a lost cause," Mr Johnson writes.

Inland Revenue figures suggest that about 1.8m individuals own company shares, or just over 3% per cent of the adult population. While

the number of personal shareholders has risen slightly in recent years with the growth in the number of households, the total value of their holdings has fallen in real terms.

UK company and overseas securities held by the personal sector rose from £26.6bn to £53.5bn between 1975 and 1982, in which time the retail price increase rose by 122 per cent. In real terms, the total value of personal holdings fell by 15 per cent. They fell from 19 per cent to just under 14 per cent of the personal sector's financial assets in the same period.

Mr Johnson points out that the UK tax system still encourages individuals to invest indirectly through pension funds or to buy gifts (government stocks) despite the abolition of investment income surcharge in the last budget. Better incentives for direct investment are needed, such as those available under the U.S. individual retirement accounts, which offer tax exemption for \$2,000 (£1,000) of personal savings annually, he says.

Privatisation should be one way of encouraging wider share ownership, but Mr Johnson argues that "little attempt has been made so far to stimulate demand by the personal investor."

De Zoete acquires Far Eastern broking team

BY OUR FINANCIAL STAFF

DE ZOOTE & BEVAN, the London stockbroking firm, has acquired the entire Far Eastern team of the broker, Laurence Prust.

The deal is part of De Zoete's ambitions to expand its geographical coverage of the Pacific Basin, now restricted to Hong Kong — where it opened an office 3½ years ago — Singapore and Malaysia. De Zoete, which has been 29.9 per cent owned by Barclays Bank since March, says it is almost certain to open a Tokyo branch soon.

Between 12 and 14 Laurence Prust Far Eastern specialists will move to De Zoete by mid-November.

Two other London stockbrokers are also expanding overseas. Quill

er Goodison is planning to set up an international dealing subsidiary by the end of the year to make a market on a dual capacity basis in Continental European stocks.

A spokesman said the firm would shortly complete a funding agreement with Skandia, the Swedish insurance group which owns 29.9 per cent of its shares.

Savory Millin is planning to set up an international dealership early next year to make a market in Scandinavian shares. The firm has traditionally specialised in that region, and was cited as the third best Scandinavian analyst in London in a recent survey by Continental Illinois, the U.S. commercial bank.

Electricity levy may recover extra oil costs in pit strike

BY PETER RIDDELL, POLITICAL EDITOR

TREASURY MINISTERS are considering the imposition of a levy on electricity bills, already dubbed in Whitehall a "Scargill surcharge," to recoup the extra cost of oil burnt during the miners' strike.

The cost of the strike is now officially estimated at nearly £800m, and is rising at least £5m a week, although many City of London economists have made considerably higher projections of the cost.

The Government has not yet decided about how to allocate the additional cost between electricity consumers and taxpayers, but Mrs Margaret Thatcher, Prime Minister, and Mr Nigel Lawson, Chancellor of the Exchequer, apparently attached the idea of an identifiable levy that could be blamed directly on the strike.

The costs of the dispute have emerged as one of the Treasury's main public expenditure head-aches, the others being excess local-authority spending and increased expenditure on social security benefits because of the higher level of unemployment than forecast.

Apart from the "Scargill surcharge," no emergency action is seen as necessary in the present financial year, partly because of higher North Sea oil taxes that experts believe have been made so far to stimulate demand by the personal investor."



Nigel Lawson: Public expenditure headache

Discussions on next year's public spending plans, however, are running out to be difficult in view of the further impact of existing pressures and higher public-sector pay awards than expected. Treasury ministers now appear reconciled to the appointment in due course, as last year, of a small Cabinet committee, or Star Chamber, to narrow the differences between them and spending ministers.

In spite of such pressures, Mr Lawson still regards a further rise in income-tax thresholds and allowances as a priority, well ahead of any cuts in the basic rate of tax.

Consequently, ministers and officials are looking at ways of widening the tax base to raise the required money, in particular by broadening the range of value-

added tax (VAT). Despite the controversy over the extension of VAT to hot-take-away foods and house improvements in last March's budget, Mr Lawson still believes the decision makes sense, but he is keeping his options open.

Among possibilities for extension of VAT are fuel and power, construction, books, newspapers and periodicals, transport and children's clothing and footwear.

The autumn economic statement and the spring budget are also likely to contain considerable emphasis on job creation. The Treasury has been at pains to point out both to the press and to analysts that Mr Lawson's remarks in Washington last week on unemployment do not imply any change in macro-economic policy.

Instead, the emphasis will be on the easing of restrictions on business and on incentives to provide more low-paid jobs for the young.

Under consideration are the abolition next year of wages councils, which set minimum rates of pay in some private-sector industries, and changes in social security benefits to encourage the unemployed to take up low-paid jobs.

Lord Young, the Minister without Portfolio who joined the Cabinet three weeks ago, is closely involved in co-ordinating that work.

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FINANCIAL TIMES SURVEY

Monday October 1 1984

Science Parks

After a slow start science parks have caught on strongly in Britain. For universities, industry and local authorities they are providing one answer to the problem of funding high tech research.

Universities rush to join the queue

BY ANTHONY MORETON
Regional Affairs Editor

ALMOST two years ago the Town and Country Planning Association held a conference in London to outline the merits of science parks.

It was well attended, with perhaps 150 people squeezing into the association's conference centre in the hinterland of Oxford Street, though only a few of them actually came from universities.

The conference developed the theme that the science park concept was more than merely real estate development and outlined the fact that "most academic institutions in the UK are preparing release surplus real estate" for such developments.

The point of this illustration is that as late as November 1982, 16 years after the prime minister, Mr Harold Wilson (as he then was), had urged British universities to set up technologically-high-intensity parks, it remained necessary for the association to proselytise.

Today, if any organisation put on such a conference it would be swamped in the rush of universities only too anxious to explain how successful they have been—how they are really putting muscle into their parks—and how they hope to set up parks in the near future.

Only three weeks ago Hull came to London to announce not what it hoped to do but that it had actually set up a park and had four tenants already (since boosted to seven).

Hull is merely the latest in a long line: Cambridge, Heriot-Watt, Aston, Warwick, Bradford, Leeds, Liverpool, Glasgow and Manchester, are in being; Keele, Surrey, Swansea, Leicester, Durham, Southampton and Newcastle, are among those off the ground. Norwich, Exeter, York, Aberdeen and Aberystwyth are waiting in the wings.

Scratch a university these days and there is a science park very near the surface. Whereas there was a certain amount of uncertainty surrounding the whole idea in 1982, today the subject is bathed in brightness. University vice-chancellors



Top left: Automatix on the Warwick Science Park. Top right: A blend of the old and new at Springfield House, science park development at Leeds University. Above left: New development at Manchester Science Park—where the first tenant moves in in November—refurbished in high-tech style. Above right: Listerhills science park development at Bradford University

are falling over themselves to tell how science-park conscious they have become.

The reason for the sudden surge in involvement is largely economic. For several years the universities have had to live with fewer resources and the final catalyst appears to have been the University Grants Committee's reallocation of resources in July 1981.

Private work

Universities have therefore seen the science park movement as a means of attracting industry in such a way that some of the work previously undertaken within the university could now be done privately but within the university grounds and, often,

available for most projects.

Universities want to repay this commitment by local authorities and put something back into their own communities.

Mr Michael Shattock, registrar at Warwick University, and a guiding light of the local science park, says: "A university must recognise that it has a major role to play in its local economy or it forfeits any claim to our work."

There is another reason. Most science parks have relied heavily on local authority participation in some form or another, private capital in the early stages being noticeably reluctant to become involved (not a feature now as there is ample venture capital

"We are trying to stimulate such concerns on our park. Our intention is to bring companies here who can do something for the area and link them to the university. We have made it a condition to potential entrants that they must have a relationship with us."

The result of the changed circumstances of the past two years is a great upsurge in interest in the parks. Cambridge, the first park ready to get into motion, now has 40 tenants (at its peak the great Stamford park probably had no more than 90) of which 18 have arrived this year.

Bradford which only opened its doors in April 1983 has 18 tenants, is full and seeking to

CONTENTS

West of Scotland: slow start to SDA venture	
Riccarton Research Park: industrial links fostered	
Leeds & Bradford: strong in high-tech area	
Warwick: successful venture by town, county and industry	2
Aston: selective approach	
South Bank: Technopark aims for research projects	
Manchester: swifter flow between academics and industry	3
Cambridge: Trinity's faith rewarded	
The users: Co-operation plays key role	
United States: Winning concept reaches maturity	4

expand. Others can point to expansion of science-based industries close to the city to take advantage of the expertise in the university.

In Scotland the movement has also been helped largely by the Scottish Development Agency, which is highly conscious of the need to attract high-technology industry to the country if it is to come to terms with the decline of the heavy structural industries.

Wales, too, would like to follow the same path, but the Welsh Development Agency has been slower to go down this path, though it is now on it.

The SDA, which has picked out five sites and is promoting them vigorously, is perhaps fortunate in that Scotland lays some justification claim to having launched the first science park in Britain. When Sir Wilson note went out to the universities in 1966 it was immediately picked up at Heriot-Watt and

Trinity College, which wanted to develop land it had near the city boundary. With a centuries-long tradition of scientific research by such people as Newton, Cavendish, J. J. Thomson, Rutherford and Adrian, it found the proposal an ideal marriage between what was wanted and what it could offer.

U.S. experience

By this time, as the 1970s turned into the 1980s, U.S. experience had percolated through to a small but select group in the UK. The first U.S. science park (which was not actually called that) emerged because Stanford University wanted to develop land it had available.

By chance, two young men named Hewlett and Packard were among the early tenants and their success undoubtedly helped to fuel the big surge in science parks in the U.S. throughout the 1950s and 1960s.

Hewlett-Packard was by no means the only world-famous name to originate on a science park—Wang and Polaroid are others.

U.S. experience has shown

CONTINUED ON
NEXT PAGE

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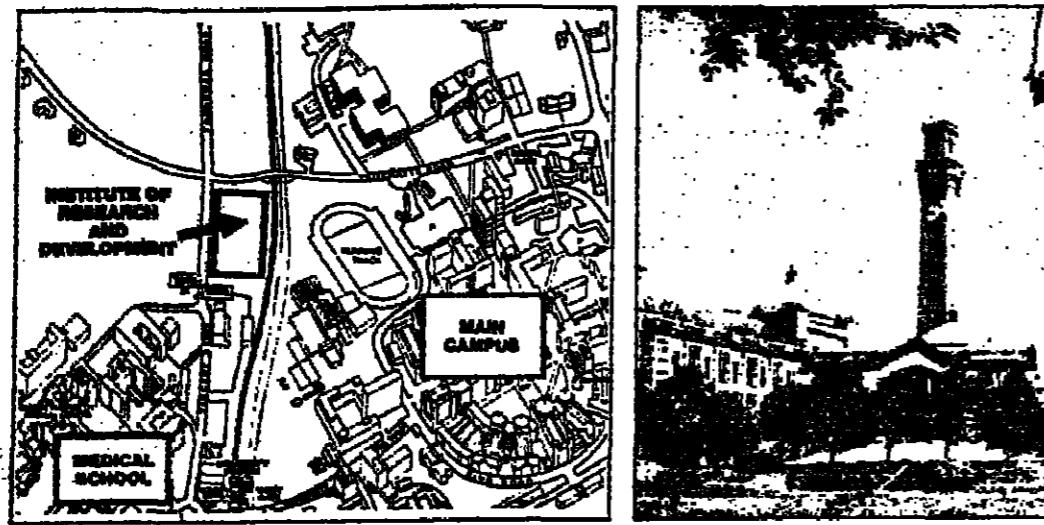
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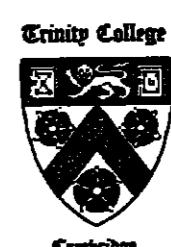
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- Write in confidence to

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Science Parks 2

Universities join the queue

CONTINUED FROM PREVIOUS PAGE

that it is not sufficient for a university to set land aside, or even to lend resources, for a park to succeed. Land must be barged, because university, private enterprise and availability of capital and, above all, the university must have a good scientific record.

By the late 1980s there were probably 80 or so science parks in the U.S. but only those situated in southern California, around Boston and in the Carolina triangle could be said to be "great".

U.S. experience has also shown that it takes a long time for a science park to mature and the overall rate of development do not impress. The failure rate is high and many small companies remain small companies.



Entrance to Barclays Venture Centre at Warwick Science Park

Those in the UK who look for quick solutions either to their own progress or to that of the British economy are therefore in for a shock.

They may take comfort, however, from the fact that in the U.S. there appears to be a second wave of interest in science parks, just as there is a smaller second wave in the Many projects are not being pursued, though most of them are the result of universities looking for ways in which to develop sites commercially, as at Ohio or Wisconsin.

The second wave in the UK might even be followed by a third or fourth wave. While

science park developments so far have all taken place in conjunction with universities there is no reason why they should be confined to them. A number of polytechnics and colleges of higher education have science departments which are involved in the sort of work that could be translated on to a science park and while they may not have the land on which to offer development facilities both the Merseyside Innovation Centre and the Newcastle Technology Centre have shown what can be done within more strict confines.

The concept could even be extended to the point where a company operating in the high-technology field might seek a site for its growing industry. Bleyer at Warwick and ICI's agricultural division at Billingham have already offered intimations of what might happen and it is conceivable that high-tech concerns rather than universities might act as the catalyst in future. They, after all, sub-contract a lot of their own work as it is and any science park-type development would be a logical extension of this.

Science parks offer the chance for Britain to turn its unused ability to generate pure research into a commercial possibility. They offer, too, a chance for the country to arrest, if only in a small way, the decline of its manufacturing industries.

Britain has been slow to translate research into industrial application. Early work on video recorder technology was undertaken, for instance, at York University, and work on liquid crystals, now an essential in watches, at Hull but it was in Japan where the commercial possibilities were fully realised.

The science park movement offers an opportunity to end this prodigality. It needs changed attitudes. Happily, those changes are taking place. Mr David Bullock was member of the staff of Bradford University; now he runs Bradford University Software Scheme.

Changing to industry meant

thinking," he says. "As a researcher I am happy to undertake a project and make the results available to everyone. Now, I have to ensure that my work is turned into something commercially acceptable which will keep me and my staff."

West of Scotland

MARK MEREDITH

WHAT, one may well ask, is a science park? Is it a property development somewhere near a university or a highly managed mingling of academic and industrial talents in a campus setting?

It is, in short, a keenly managed park ready to be discriminating even in getting the right type of first-phase industry involved in research. This might explain why after one year in operation the £2m park has only four tenants.

"I'm not displeased. I

expected a slow start. Then the

concept is new and few really

understand it," says Colin Bond,

the park's director and the man

responsible for organising the

maximum interaction between

the resources of the city's two

universities and resident com-

panies.

The universities have no

direct financial stake in the

West of Scotland Science Park,

which is in the more leafy

Western suburbs of the city. But

the commitment from the

academic side is there.

Alongside would be an equally

burgeoning growth of new pro-

ducts developed in Scotland by

Europe's highest concentrations

of electronics, employing about

40,000 people. In promoting this

industry the SDA has tried not

only to create jobs but attract

companies who will bring to

the park the skills and resources

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nies in the tradition of Califor-

nia's Silicon Valley.

Scotland has now one of

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Science Parks 3

Out to follow selective approach

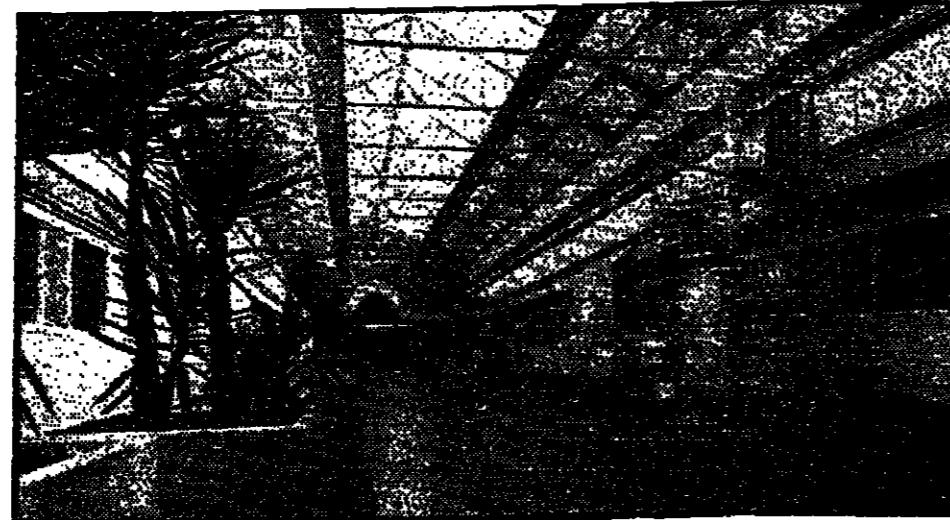
ASTON Science Park, set on a 22-acre site just off the motorway network but near the centre of Birmingham, is taking what some might regard as a high-risk policy. Only projects which genuinely need to be associated with a university—and Aston claims to be the UK's largest for technology—are likely to be accepted.

The backers of the park are the university, Birmingham City Council and Lloyds Bank. They believe the facilities offer sufficient advantages to opt for a selective approach.

In the first 18 months 12 tenants have moved in to take about half of the 45,000 sq ft in the first phase. "Of course, we could have filled the space two or three times over had we been prepared to lower the requirements," says Mr Derek Harris, the park's finance director—a comment termed modest by local estate agents.

Mr Harris stresses that Aston is looking for young high-technology companies "that might otherwise be susceptible to failure in the cold outside world."

Indeed, while the policy might be restrictive in terms of technology and the contribution the university might make, there is flexibility elsewhere.



The Mall at Aston Science Park, Birmingham, a turn-of-the-century warehouse refurbished by the city's architects department

Aston

PETER SMITH

where, particularly on finance, Mr Harris maintains.

Aston's venture capital fund of £1m has been contributed equally by the city council and Lloyds Bank.

"There is a gap in the financing structure that we believe we can fill," Mr Harris says. "It is difficult to get the traditional forms of finance to move in at this stage. We act as the main-primer to get the project going before the company has established the necessary track record."

The science park, he says, is prepared to offer loans, equity or preference shares—"any kind of mixture that we think is appropriate."

A particular success among

the first tenants is Aston Technology, a private company launched last September to assemble business microcomputers. The science park company put up £250,000 in return for a 26 per cent equity stake. Employment has risen from two to 24 and a trading profit is being returned on a company which in the first 12 months will enjoy turnover of more than £1.5m.

Mr Graham Gough, managing director of Aston Technology, says one of the most important features of the science park is being able to call upon the university for specialist expertise when required.

Apart from the 350 or so academic staff who might act as consultants, the laboratories, and the expertise available in the management school, the science park itself offers back-up facilities—

everything from reception and catering to finance and marketing skills.

The present incubator units range in size from 1,000 to 10,000 sq ft. Construction will start this month of 20,000 sq ft of venture units aimed at meeting the requirements of companies in the next stage of their development. Fast-growing Aston Technology would be an ideal candidate for example.

Other parts of the site will be developed according to demand. "We have agreed in principle to build a specialist 25,000 sq ft unit for the high technology subsidiary of a well-known and established Midlands company," Mr Harris says.

In line with the selective policy, he adds: "They are looking forward to interfacing with the university on a number of new projects."

A hustler in the technopark

South Bank

PETER MARSH

THE LANDLORDS of an innovation centre for small technology-based companies in London will apply a deliberate policy of turning out their tenants after a few years.

It is not an example of ruthless Rachmanism applied to small enterprise. It is just that the operators of the South Bank Technopark, in Southwark, South London, expect their tenants to grow quickly and move on to bigger premises.

Mr Jeffers, the park's managing director, says he will be seriously worried if companies that rent space when the park opens next summer are still there after about four years.

The central aim of the technopark, backed by South Bank Polytechnic and Prudential Assurance, is "to keep good-quality industry in the inner city," says Mr Jeffers. According to this theory, companies that start off in the park will create employment in the area through fast growth.

The South Bank project is unlikely to go far wrong. It will comprise not a collection of buildings spread out over an estate, but a three-storey building now being constructed on

a cramped site next to the polytechnic.

It is taking shape in a location that is hardly inspiring from an architectural or environmental viewpoint—next to the busy Elephant and Castle road junction.

Building work should finish next April and Mr Jeffers expects the 50,000 sq ft of accommodation to be fully let by September.

If all goes well, about 50 companies will have premises in the centre, offering jobs for 250-350 people. No company has so far firmly agreed to take space. But, as Mr Jeffers says, the companies that he is trying to attract are still in the early stages of development.

Happy to wait

"If a company signed an agreement with us now and was happy to wait around for us to finish the building, then I would think there was something seriously wrong with its business plan," he adds.

Mr Jeffers, who describes himself as a "hustler," has been involved in the planning of the technopark for several years. He set up a company, Science Parks, to act as a consultant on the project. Before that he was a steel salesman and set up community projects and job creation schemes in South London.

South Bank Polytechnic has put up about £50,000 to fund

studies on the technopark. It sees the project as a way to improve ties with industry and to provide a commercial outlet for technologies developed by academic researchers.

Mr Jeffers' biggest coup was to persuade the Prudential Assurance to fund the scheme with £4.5m. If the first phase proves successful, the insurance company could put up a further £1.5m to fund the construction of a further 30,000 sq ft of accommodation.

Three types of enterprise will take up most of the space in the centre, Mr Jeffers believes. The first group will comprise small, newly-formed companies in fields such as electronics, medical equipment and satellite imaging.

A second type of enterprise will be subtypes of large companies that work in specialist areas of technology. Finally, medium-sized computer companies may be attracted because of the links with the research facilities afforded by the polytechnic.

The physical proximity between the technopark and the polytechnic are likely to be important. The polytechnic already has links with many established industrial groups, though it is less used to working with small companies.

Tenants will be encouraged to make use of staff and equipment at the academic institution to produce prototypes of products, for example.

Lorne Barling looks at other university developments

Contenders set out their stalls

Nottingham

HIGHFIELDS Science Park is being developed adjacent to Nottingham University on a ten-acre site (with a further 2 acres of university land available) almost entirely by the city council.

The council has spent around £250,000 on the infrastructure and will spend another £1m on the 31,000 sq ft of space now nearing completion. A total of 16 units are available and tenants will preferentially form close links with the university. However, this is not a firm rule.

Contacts: Tony Edwards, Department of Technical Services, Lawrence House, Clarendon St., Nottingham. John Webb, Science Park Liaison Officer, Nottingham University.

Southampton

Development work on the science park has now started on a site at Chilworth Manor, which is about five miles from the campus to the north of the city. It is a university-owned green field site, being developed by Chilworth Centre.

Work on the buildings is expected to start before the end of the year and the first tenants and commitments. Funding is at present under negotiation with the local authority. Work on the site will be research oriented, with some small batch production and development of prototypes.

Contact: Mr John Stewart-Buttle, Chilworth Centre, Southampton University, Southampton.

Birmingham

The University of Birmingham has announced plans for an institute of research and development, to be located on a

four-acre site between the campus and the Queen Elizabeth teaching hospital, which is also involved with the research work.

The city council is to fund the infrastructure work and talks with banks are also taking place.

The first buildings are expected to be completed by late 1986, but temporary accommodation on the campus is already being used. The park will feature strong departments of science and engineering together with important medical research.

Contact: Prof John Samuels, University of Birmingham, PO Box 363, Birmingham 15.

Brunei

The Brunei University science park planned for an area of the campus at Oxfordshire, Middlesex, is in the early stages of development, with sites being planned for the end of next year. However, inquiries from companies have been received and leases are under negotiation.

Discussions on funding are now taking place, and external sources are being sought, but it is planned that the university will build premises and lease them to companies.

Contact: Mr Peter Russell, science park co-ordinator, Brunel University, Uxbridge, Middlesex.

Surrey

A research park is being constructed on the 70-acre Manor Farm site owned by Surrey University at Guildford. The first contracts have been let and work is due to start in the near future.

Two companies have given details of plans to build premises on the site, and overall funding will be mainly through companies themselves, although the scheme is also supported by the university, which has strong science and engineering departments.

Contact: Dr Gwynn Morris, Industrial Liaison Officer, Applied Science Building, University College of Swansea, Singleton Park, Swansea.

Loughborough

Loughborough Technology Centre has been built on the Leicestershire campus of Loughborough University of Technology, the College of Art and Design and the Technical College. It provides 25,000 sq ft of space on two floors.

The building was completed in April this year and a total of ten companies have taken up units, each demonstrating that it would make use of the academic or physical resources on site.

Loughborough is known as a major centre of excellence in a range of technologies and the centre has been funded by the county council.

Contact: Mr R. D. Say or Mrs E. Carter, County Hall, Loughborough, Tel. No. Leicester 871313, ext. 7251.

Swansea

A regional innovation centre is planned for the University College of Swansea, covering the relatively small area of one-third of an acre on the Singleton Park site, adjacent to engineering buildings.

A 30,000 sq ft building has been funded by the Welsh Development Agency and tenants will be expected to be closely integrated with the work of the

university departments. The Biotechnology Centre of Wales building. Strengths of the university include biotechnology, chemical and bio-chemical engineering and micro-electronics.

Contact: Dr Gwynn Morris, Industrial Liaison Officer, Applied Science Building, University College of Swansea, Singleton Park, Swansea.

York

The University of York has long-term plans for a science park, which will probably be on 10 acres of its campus, but this will depend on demand.

The park is not expected to begin operating until the late 1980s and no direct action has yet been taken in relation to the funding of the project.

Strengths of the university include electronics, biology and computer software.

Contact: Mr Frank Unsworth, Director of External Relations, University of York.

Keele

The University of Keele is developing a science park on 15 acres of land on its own campus, and intends to have the buildings complete by Easter next year. Close links with the university are envisaged for tenant companies.

A limited company, Keele Science Park, has been formed to operate the park, and funds are being sought from banks and other institutions. Keele covers a wide range of subjects, and imposes broad disciplines, which are thought to be an advantage to industry.

Contact: Dr Hugh Roberts, Industrial Liaison Officer, University of Keele, Keele, Staffs.

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A regional innovation centre is planned for the University College of Swansea, covering the relatively small area of one-third of an acre on the Singleton Park site, adjacent to engineering buildings.

A 30,000 sq ft building has been funded by the Welsh Development Agency and tenants will be expected to be closely integrated with the work of the

Aim is to speed up flow from academic area to industry

Manchester

PETER MARSH

A SCHEME to set up a science park in Manchester has broken new ground in attracting private sector involvement in this kind of project.

Although the biggest shareholders in the company set up to run the park are Manchester City Council and Manchester University, four companies own a significant stake in the enterprise.

Companies will take up places by early next year. About 12 companies will be required to fill the first phase of the science park.

The four, all with a strong presence in the Manchester area, are Ciba Geigy, Ferranti, Fothergill and Harvey and Grandsire TV. The companies do not own 75 per cent of the science park company. The university and the city council share the remaining 70 per cent.

A metallurgist who previously worked in a management post with Inco the nickel producer, Dr Burr expects that only a few of the tenants will be new companies. Most, he thinks, will be one year to 18 months old.

According to Dr Derek Burr, the chief executive of the company running the science park, the main role of the four private groups is in providing general support and not simply that they are providing the scheme with expertise.

For example, the companies help out with specific technical problems or provide management expertise to tenants of the park.

Unknown quantity

The film required to develop the park so far has virtually all come from Manchester City Council since it is in the shape of funds allocated specifically to inner city developments from the Department of the Environment.

Exactly how the science park will operate is still very much an unknown quantity. Dr Burr is not ready to name any tenants, though he says he is talking to a number of prospective companies.

This November, the first phase should move into the accommodation, which provides a total of 24,000 sq ft of space on land in central Manchester close to the site of the university. The land is owned by the city.

The park will attempt to serve people who prefer the conveniences of inner London to the more rural locations which are the base for many high technology companies, says Mr Jeffers.

People who set up new companies in technology tend to be young," he says. "When they finish work at 10 pm they don't want to drive miles down the M4. They want to go up to Covent Garden and have a curry."

But the project has not always been favoured by Southwark Borough Council, the local authority for the area. Southwark originally opposed the scheme on the grounds that it wanted to build houses on the site. It was also doubtful whether "high technology" companies could create jobs.

After a public inquiry the scheme received the go-ahead and after its initial misgivings Southwark Council has agreed to provide a representative on the park's board of management.

Tenants will be encouraged to make use of staff and equipment at the academic institution to produce prototypes of products, for example.

Dr Burr expects about four

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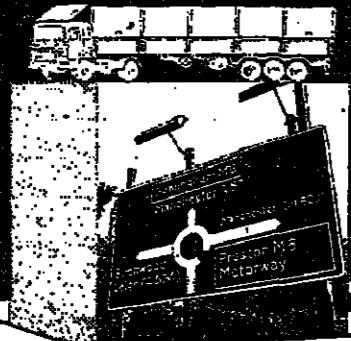
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For details contact:
David Royce, Director, University of Warwick Science Park Ltd., Barclays Venture Centre, University of Warwick Science Park, Coventry CV4 7EZ. Telephone (0203) 418535. Telex 31406.



The University of Warwick Science Park is jointly sponsored by the University of Warwick, Coventry City Council, West Midlands County Council and Warwickshire County Council.

Trinity's faith rewarded by rapid growth

Cambridge ANTHONY MORETON

IT IS NOW 11 years since Laser-Scan Laboratories moved to the Cambridge Science Park, the first company to do so.

Founded four years earlier by three researchers from the Canadian Physics Laboratory in Cambridge to make systems using computer-controlled laser deflection techniques, the company could have been excused if it felt lonely on the site at first even though it is only two miles from the centre of Cambridge and Trinity College, on whose land the park has been developed and to whom much of the credit for its success

must go. However, within a year it was joined by LKB Biochrom and in 1975 Cambridge Communications and Göttingen Metals arrived. Even by the end of the 1970s there were still only 13 in situ but if they ever questioned the wisdom of the move Trinity itself never did.

Dr John Bradfield, senior bursar of the college, and the man to whom everyone on the park without exception attributes its success, says: "We always had faith that the park would succeed and this year that faith has been amply rewarded."

So far this year 16 companies have moved to the park taking the total to 39. With the opening of the Science Centre a week ago, one of the original aims of the founders that there should be a common room for a meeting place for those working on the park, has come to fruition.

Housed in what must be the

most imaginatively and attractively designed industrial building in Britain, costing £2m and put up by the university, 250 on the site, which it expects to increase to 300 by the end of the year, and another 100 outside Cambridge.

Phase I of the park was completed by November 1982,

and has been filled. With Napp occupying Phase II much progress has been made in filling the 26 acres of Phase III. ICFC

has put up 17 starter units, all of which have been spoken for,

and such is the explosive growth

that the park is experiencing

that work is starting on six

more starter units, three of

which are also committed.

took the whole of the 28 acres of the second phase of development of the park, and so on its own occupies a space equal to that provided by perhaps half-a-dozen science parks founded by other British universities.

Rhombus Systems, founded

this year, has a staff of just

two and while it is hoped that

companies will grow and move

to larger premises as Laser-Scan

itself did, some remain small.

Cambridge Micro Computers,

which moved into the park in

1979, remains micro, with a staff

of seven.

Internationally, the park has

attracted 11 companies with

overseas parentage and because

of the strength in numbers of

Napp, these account for 41

per cent of the 1,318 employees

in the park and 48 per cent of

the 370,000 sq ft of space let.

Broken down by product type

the largest group is 15 in

what Dr Bradfield describes as

"electronic engineering".

There are 10 computer hard-

ware and software concerns and

nine in the biochemical and

medical field.

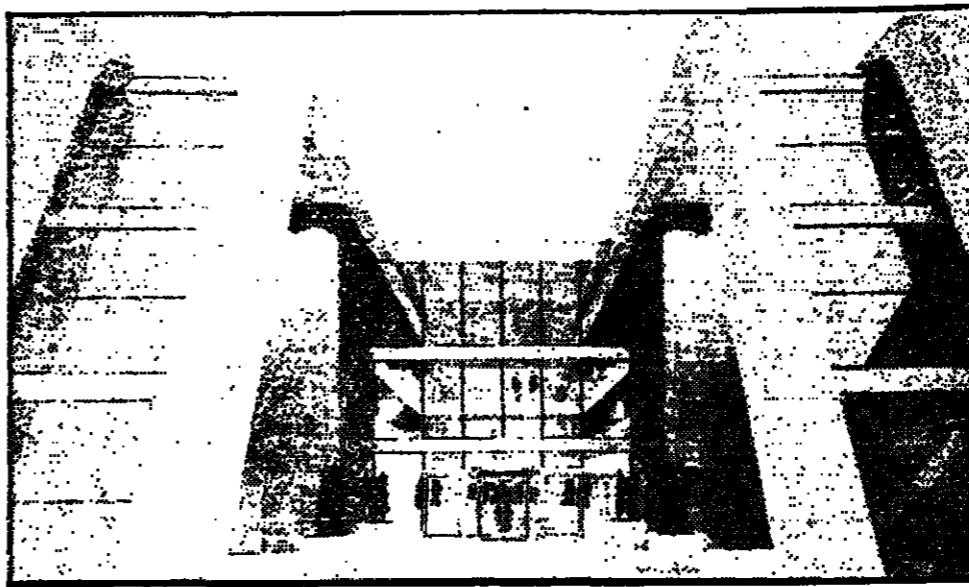
The park has also attracted

six service companies, such as

Gill Jennings and Every, a firm

with no little understatement.

Science Parks 4



Front entrance to Napp Laboratories on the Cambridge Science Park

land in reserve for additional expansion.

The importance of the Cambridge Science Park is that it can cater for the small as well as the larger company. Trinity's £5m investment has been put into units from as small as 800 sq ft.

Rhombus Systems, founded this year, has a staff of just two and while it is hoped that companies will grow and move to larger premises as Laser-Scan itself did, some remain small.

Cambridge Micro Computers, which moved into the park in 1979, remains micro, with a staff of seven.

The three are with Cambridge Consultants working on robotics, Cambridge Sciences, working on biosensors, and Cambridge Robotics, working on means of improving manufacturing data bases.

The college is now to devote another £50,000 a year for six years towards the employment of half-a-dozen or so others. It is to be hoped that a start might be made in the academic year just about to start.

"The concept of the Cambridge Science Park is becoming ever more exciting as the number and variety of occupiers grows and its original aims are being realised," Dr Bradfield says.

The park has also attracted six service companies, such as Gill Jennings and Every, a firm

with no little understatement.

At the big Stanford Park, for instance, which covers 600 acres (a size almost as large as the City of London), the number of companies is now thought to be around 50—well below the peak of 85—and the park is considered to have "matured."

The effect of the park has been to spawn an enormous interest in high technology companies all the way down to San Jose as well as to attract major names such as Kodak and the American General Electric Company.

If Stanford has "matured" it is equally true that there has been a recent resurgence in science parks in the U.S. Stimulated by democratic thinking on the role of industry a lot of states have formulated their own industrial policies which have included a slot for science park developments.

American state universities such as Ohio, Maryland and Wisconsin, have the money to undertake these developments and the parks have been built with a strong property content, such as shopping malls and plazas, theatres and swimming pools. The universities tend to see such capital investments very much as a technology-property marriage.

These developments, unlike the earlier waves, are top-down approaches. The first science parks started with entrepreneurial academics; they have been replaced by academic bureaucrats who want to create parks. Bureaucrats are today looking for big capital investments in big sites, a different orientation to what is happening in the UK.

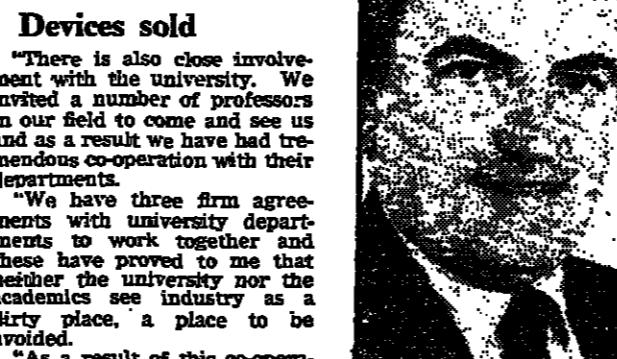
The science park movement is not limited to the U.S. and the UK. There are considerable developments in Europe, with Holland taking a leading role.

"intelligent" office information systems company, commented there was "no thought originally of coming to a science park. We had been thinking of the Wool Exchange and that was as good as you can get anywhere."

So said Mr Paul Manners, managing director of the Napp Pharmaceuticals Group, commenting on the decision of the company to relocate from several sites in Aberdeen, West Drayton and Watford onto the Cambridge Science Park.

Napp, with 250 workers on the park and a further 50 to come in an expansion programme, is by far the largest company in terms of employees on any British science park.

Mr Manners finds there is a lot of co-operation among the companies on the park. "We circulate a list of equipment we have and we get information from others, so that we can interchange.



Mr Paul Manners, managing director of Napp Laboratories, the largest company on any US science park

Devices sold

"There is also close involvement with the university. We invited a number of professors in our field to come and see us and as a result we have had tremendous co-operation with their departments."

"We have three firm agreements with university departments to work together and these have proved to me that neither the university nor the academics see industry as a dirty place, a place to be avoided.

"As a result of this co-operation we are funding a research student in one department. It is very rewarding being here, very constructive indeed."

Mr Manners' comments are echoed by other companies on other science parks. Industrialists from several science parks had nothing but praise for the way in which universities co-operate with them and make facilities within the university available.

No one regretted the move onto a science park even though the cost involved in renting new premises for instance, was usually considerably higher than in the previous location.

At Warwick, for instance, Mr Ian Smith, of Warwick Computer Design, said he hoped to move to the science park as soon as possible. "I am more than pleased we have come to this site. People like working here and we have had a lot of help from the university, much more than I thought we would get when we first came."

Next door, Mr Peter Starmer, director of Automatix, an American-based robotic systems company, commented that one of the attractions had been the flexibility of the park. "We could get starter leases which did not hold us down to the standard 25 years or whatever that commercial companies insist on,

with their break clauses, repairing leases and all that."

"Here, if we had wanted it, we could have come on a monthly tenancy and traded up at a convenient time."

"Coming here has worked beyond our expectations. Furthermore, it motivates us seeing the place expand and other companies with which we can exchange ideas, come in."

"When we first came we found we wanted a particular conveyor belt. To have designed it and got it made in industry would have taken months. But the university produced it for us in 10 days. I think that shows the sort of commitment the university has to us and the close co-operation between us."

Further north, the reaction was equally enthusiastic. Mr David Butland, of Bradford University Software Services, on the Listerhills high technology development at Bradford, found the university's attitude "first rate."

Mr Frank Jones, of Business Information Techniques, an

"We started selling some of the devices which are made and Newlands made great sense," Dr Thomas says. "We now have two full-time staff and six part-time, but we envisage having 10 to 12 full-timers within three years. This is one way of keeping important work going in this country."

The last word must go to Alastair Graham Bryce, of Inbucon, at Warwick. "There is spectacular knowledge in depth in a university and we have made use of it, especially

Winning concept reaches maturity

TWO YOUNG companies by the names of Hewlett and Packard, whose company bearing their combined names is now world famous, started the whole science park movement in the Fifties when they began manufacturing on the Stanford University campus in California.

American universities quickly took up the idea and within 20 years there were science parks associated with nearly 100 universities as well as a lot of high-technology parks elsewhere.

American experience quickly showed that science parks by themselves provide no guarantee of success for their occupants. A lot of brilliant ideas allied to brilliant young men do not necessarily lead to a lot of brilliant companies.

For every Hewlett Packard there are failures, some

because the processes being developed never really leave the drawing board, some because the finance is not right, others because the originators cannot manage.

At the big Stanford Park, for instance, which covers 600 acres (a size almost as large as the City of London), the number of companies is now thought to be around 50—well below the peak of 85—and the park is considered to have "matured."

The effect of the park has been to spawn an enormous interest in high technology companies all the way down to San Jose as well as to attract major names such as Kodak and the American General Electric Company.

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TECHNOLOGY

EDITED BY ALAN CANE

COLLABORATION TO SPEED RESEARCH ON GALLIUM ARSENIDE

Deeper glances into the dark crystal

BY DAVID FISHLOCK, SCIENCE EDITOR

THREE British electronics groups are planning a £50m research collaboration to develop integrated circuits made from gallium arsenide.

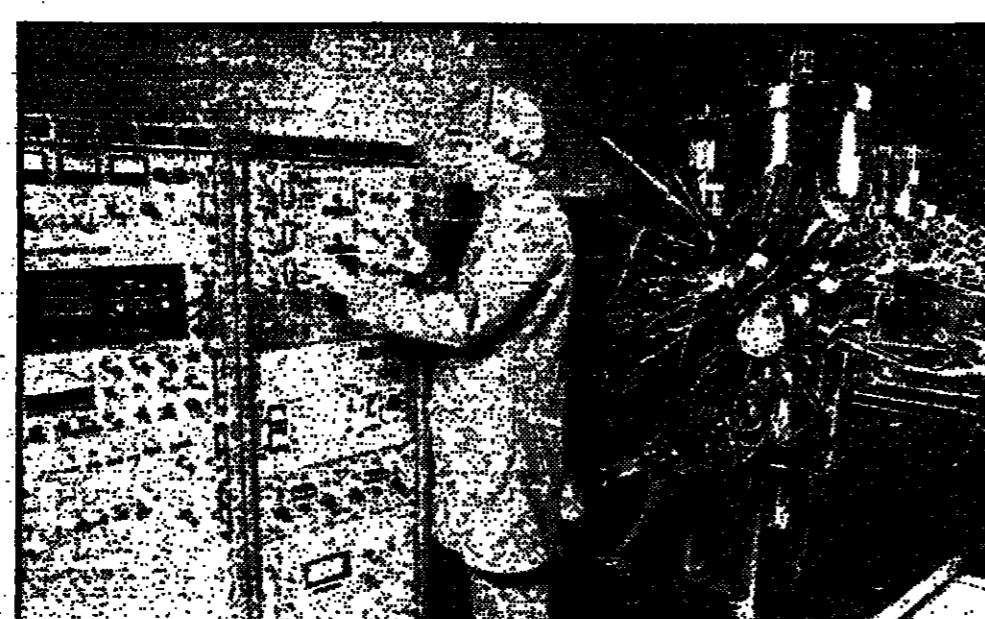
This material will replace silicon for some applications including high speed computers and military equipment. The General Electric Company, Plessey, and Standard Telephones and Cables hope that the research programme will be funded jointly by industry and the Government over the next three to five years.

The idea is to bring British expertise in gallium arsenide technology up to that of Japan and the US. These countries have spent heavily on research programmes with announcements of new processes and circuits appearing regularly. Much of the funds have come from Japan's fifth generation project and the US for the development of advanced electronic circuits.

The UK companies believe that they can catch up with Japan and the US. Gallium arsenide is not a new material. It was first recognised about 30 years ago that by mixing the elements from group III and group V of the Periodic Table of the 32 elements in nature, compounds with interesting semiconducting properties could be made. Such a compound is gallium arsenide, a fragile metal-like crystal.

But compared with silicon—a single metal-like element—the compound semiconductors of two or more elements proved tricky, intransigent materials to work with. Some are so brittle the crystal must be made under pressure, to prevent it crumpling apart. By the mid-1960s it was clear that silicon was going to supplant germanium, the material of the original transistor in 1947, as the "mild steel" of the semiconductor industry. Compound semiconductors might find a niche later, when the scientists knew much more about their idiosyncrasies.

By the mid-1960s, Standard Telecommunications Laboratories at Harlow and Ministry of Defence scientists were beginning to master the properties of gallium arsenide. It looked as if it might be good for frequencies far higher than silicon can handle, a material that might help to bridge electronic and visual technologies—optoelectronics.



First laboratories' molecular beam epitaxy apparatus

The first demonstrations of compound semiconductors were made by semiconductor lasers and light-emitting diodes, the pinpoints of brilliant light that began to appear on electronic watches in the 1970s.

A lot of the early research on gallium arsenide in Britain was, in fact, done under a collaborative research effort organised by the Ministry of Defence, embracing such centres as the Royal Signals and Radar Establishment, Malvern, and the laboratories of GEC Marconi, Plessey and STC. Defence interest in gallium arsenide includes its promise for better radars and satellite communications, and its greater "hardness" than silicon to the electromagnetic pulse (EMP) or instantaneous flash of radiation that accompanies a nuclear explosion, which can knock out unprotected electronic circuits.

But opto-electronics, marrying electronic circuits with optical devices—such as glass fibres that carry immense amounts of information, or with inexpensive flat-panel displays, is seen as the future of civil no less than military systems. Long-term, the aim in opto-electronics is to manipulate light electronically—and which is a difficult chal-

lenge because photons (light particles) carry no electrical charge.

The kind of frustration that confronts the electronic engineer today is that he can transmit a TV picture as photons down a glass fibre for hundreds of miles, but in order to recreate his picture he must turn photons into electrons, manipulate them electronically, and then turn them back into photons so that we can see the picture.

Novel opto-electronic materials will eventually provide the answer. Gallium arsenide, operating at much higher frequencies than silicon—up to optical frequencies, in fact—helps to bridge the gap to undiscovered materials of the future.

Britain fumbled its chances to take a major initiative in silicon technology in the 1970s, of the kind that has given the Japanese a clear lead in mass-production of very big chips such as 256k RAMs, says Dr Danny McCaughan, assistant director responsible for GEC's new £3m research facility for gallium arsenide at Wembley.

Prof Derek Roberts, GEC's technical director, admits that GEC itself has failed with two attempts at bilateral industrial collaboration in semiconductors

first, in the 1950s, was with Mullard in a joint venture called Associated Semiconductors. It broke up in the 1960s, with most of the talent heading for Mullard and Philips.

The second, just before Prof Roberts's arrival at GEC, was the abortive joint venture with Fairchild, which ended when Fairchild itself was bought by a group that wanted no link with GEC.

But in Marconi Electronic Devices Ltd (MEDL), he claims, GEC today has a semiconductor operation which, if small by international standards, is one of the fastest-growing. MEDL and English Electric Valve will be the recipients of GEC's gallium arsenide research.

The scientist himself is learning to use new tools such as molecular beam epitaxy, with which he can create, atom-by-atom, novel materials with remarkable properties, by laying down sandwiches of different semiconductors in layers only a few atoms thick. The technique is revealing a new kind of physics, they say.

From this new physics they hope may emerge those elusive opto-electronic materials which will allow them to manipulate light as easily as silicon chips can manipulate electrons.

Terminals

Portable and compatible

A MIDLANDS based computer company has launched a range of portable terminals which are compatible with the IBM 3270 range of terminals. Informer Computer Terminals weighing 14 lbs which are compatible with both IBM and Digital Equipment ranges.

The latest machines have a 9 inch screen, detachable keyboard and the option to include a modem for communications down the telephone line. More details from the company in Birmingham on 021 455 6666.

Datacomms

Satellite network

THE FEDERAL Express Corporation in the US, is to build a satellite based data communications network for its ZapMail document transmission and electronic mail service. The first phase of the satellite network will be operating by July next year.

It will be constructed by Harris Corporation of Melbourne, Florida and Tandem Computers in Cupertino, California. The satellite network will replace terrestrial circuits between 16 U.S. cities.

Peripherals

High speed line printer

MANNESMANN Tally has produced a line printer for high speed continuous operation. The MT600 can produce high quality word processing text business graphics, linear charts, logos and special symbols as well as bar graphs.

It prints at a speed of 600 lines a minute and has a 96 character set. The MT600 costs £6,000 and more details are available from Mannesmann Tally in Wokingham, Berkshire on 0734 78871.

ELECTRONIC BANKING

Swift moves to decentralisation

BY SIOBHAN HANEY IN BARCELONA

NEW TECHNOLOGY for Swift, the banks' 11-year-old world-wide messaging system, is expected to be phased in progressively between 1985 and 1987.

The existing system is "old technology" centralised and using "store and forward" techniques. It is now close to capacity at 500,000 financial transactions every day.

Swift II will be based on a decentralised network architecture. It will use a transaction processing approach enabling non-member and user banks to incorporate a variety of processing and application functions for national or regional services, provide greater flexibility in bank processing operations and substantially increase overall systems capacity.



The likely shape of the new Swift emerged last month at the conference held in Barcelona, Spain.

Among other hot issues were the question of whether "non-bank" financial institutions should be allowed on the network with new services for users.

The structure of Swift II calls for at least two system control centres which will perform overall control and monitoring functions for the system, provide archiving and interface support to member banks. Transaction processing computers responsible for the validation, queuing and storage of incoming transactions prior to initiating delivery through the system, will be located where convenient in the network.

SWIFT II's 1,200 member banks in 15 countries will be interconnected through two networks: public networks and leased lines. Transmission speeds will be from 9,600 bits a second upwards.

For some time the issue of allowing non-bank financial institutions onto Swift has been controversial. Last April, the members of Swift voted

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Surveying Distance meter

A COMPACT and "intelligent" distance measuring meter for surveyors has been introduced by Geotronics (UK) of Huntingdon, Cambridgeshire.

Called Micro EDM, the new system measures only 90 x 110 mm and weighs 1.3kg. It has a built-in micro-computer which works out and displays measurement results in fractions of a second. The computation of horizontal distance, arithmetic average and other survey quantities is automatic and does not involve a keyboard.

Hundreds of values from a day's field work can be entered and stored. The infrared beam used to make the measurements can also be employed as a carrier for speech transmission between the instrument and the measured position, with a range of up to 1,600 metres. More on 0487 842282.

Share registration

RTZ Computer Services is offering an on-line share registration system which could be of interest to companies with a register of 30,000 accounts or more, and to firms specialising in share development.

Developed for use on the Digital Equipment PDP-11 minicomputers, the system allows users to define the parameters of every single register held. Registers of companies with very different share profiles can co-exist independently and be processed on the same computer.

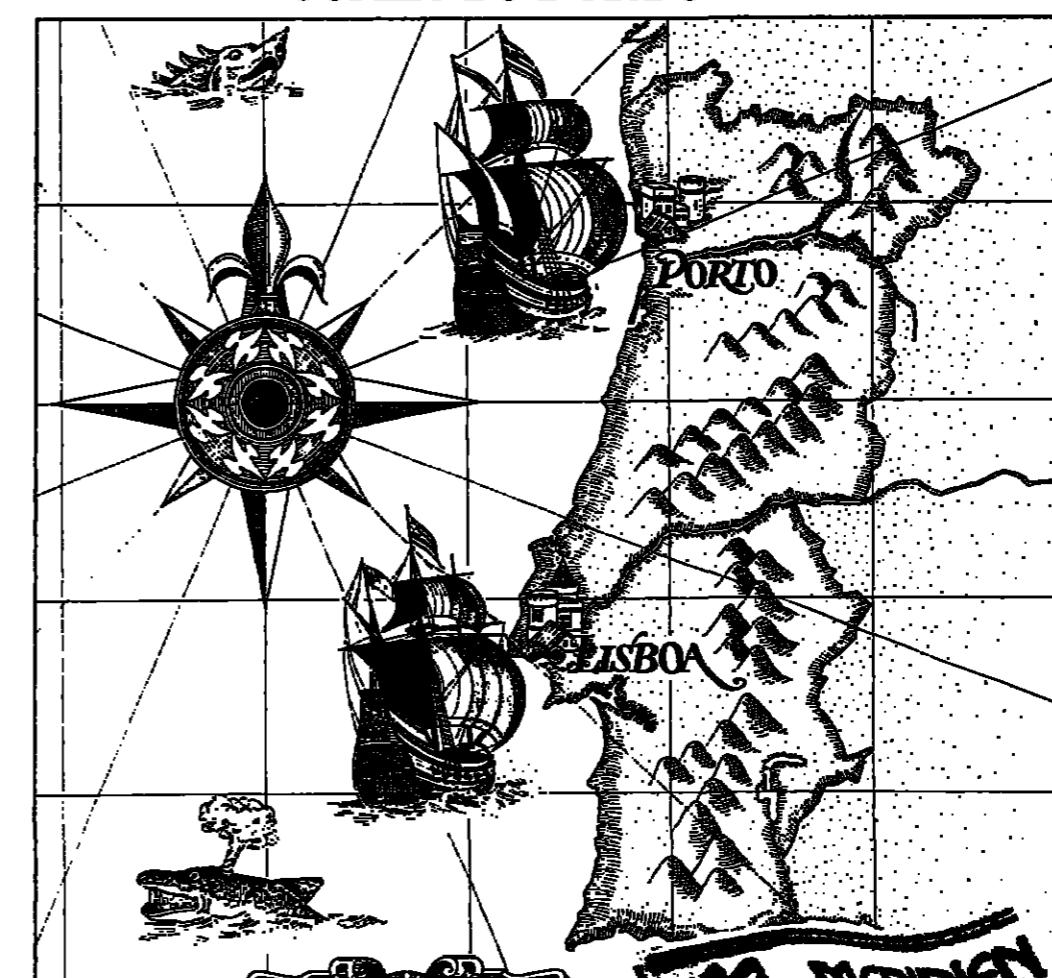
Since the system is on-line, registrars have immediate screen and keyboard access to the current position of any shareholding. Transactions are updated within seconds of being entered.

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GROUPE AIR FRANCE

THE MANAGEMENT PAGE

Milk: the dilemma of new ground rules

Andrew Gowers explains why the MMB must re-think its strategy

"THIS IS the first time since anyone can remember that we face contraction." With those words, a senior executive with the Milk Marketing Board sums up the traumatic changes confronting the English and Welsh dairy monopoly as a result of milk production controls.

The quota controls introduced in April, under which Britain must cut back overall milk output this marketing year by 6 per cent, do not signify just a momentary setback for the Board, they amount to a reversal of the whole philosophy on which it has based its development over the past half-century.

In particular, they cast a cruel light on the other big milestone in the Board's recent history: its acquisition of 18 butter- and cheese-making creameries from Unigate in 1979 and its subsequent investment of tens of millions of pounds in modernising their antiquated plant.

Ever since it was created in 1933, and particularly since Britain's entry to the European Community in 1973 began to close off the country's traditional external sources of cheap dairy products such as Australia, New Zealand, Poland and Finland—the MMB has been making strenuous efforts to boost domestic output of milk.

As consumption of the basic product—known to those in the industry, somewhat tautologically, as "liquid milk"—has been declining at an annual rate of about 2 per cent for the past 10 years, that meant simultaneously finding or creating bulk manufacturing outlets.

The board has no need to worry that about finding a market for its mass-produced butter and skimmed milk powder; the EEC was obliged to purchase surpluses to market requirements—known as buying into intervention—creating in the process the notorious butter mountain.

Between 1974 and 1983, total sales of milk from farms in England and Wales rose by nearly 23 per cent, from just over 11bn litres to 13.66bn. In the same period, the proportion of total output which has gone to creameries to make dairy products has risen from 88 per cent to 55.

In a sense, the need to find

outlets for an ever-increasing supply of milk has been an albatross around the Milk Board's neck. At no time was this more true than in the late 1970s, when Unigate—hitherto one of the MMB's main customers—decided to get out of the unprofitable business of manufacturing dairy products in bulk.

Either a buyer would be found for its creameries or the company would simply be forced to close them. The prospect that so large a part of its market might vanish overnight was truly terrifying for the MMB.

Swallowing its reservations, the Board stumped up £55m for the 18 factories and embarked on a £100m-plus programme to make them more efficient.

"After all, you've got to eat all that milk into something," said one Board employee puts it.

The purchase and subsequent spending seemed to make reasonable sense while milk production was booming.

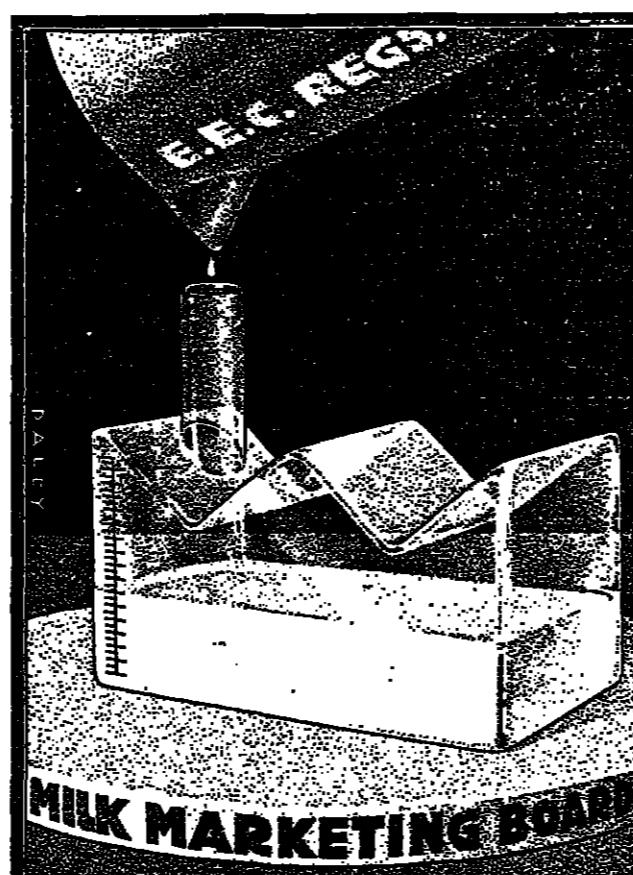
With the imposition of production quotas, aimed precisely at reducing the costs of the Community's butter mountain, that logic looks a lot more questionable.

The board's main priority in the long term must be to reduce its dependence on the bottom end of the dairy market, bulk butter and low-quality Cheddar cheese, and concentrate on higher added-value products.

Dairy Crest's much-heralded Lynton Gold cheese was one symptom of this phenomenon; other new items including a Camembert-like cheese and a soft butter product are in the pipeline for a national launch, and the board is also trying to whip up enthusiasm for independently-produced foods which use a lot of milk, such as full-cream ice-cream.

Whether it succeeds depends on a whole host of imponderables, not least of which is the growing public awareness of issues relating to food and health. Mounting concern over heart disease was among the reasons for a 39 per cent drop in UK per capita butter consumption between 1970 and 1982.

If large numbers of consumers turn away from dairy products in general—cited in a recent Government-sponsored report on fat in food—the industry will have little hope of halting the decline indicated by milk quotas.



The MMB and the EEC

THE UK's five milk marketing boards are organisations unique in Europe, and the others are Northern Ireland and three for Scotland (the last is the most peculiar of them all).

Where most other EEC countries organise their dairy farmers into co-operatives that are voluntary at least in name, the Board is statutory and all 29,000 dairy producers in England and Wales have to belong.

It is run by an elected board of 18 members, including 15 farmers, employs a total staff of around 13,000, and has a near-complete monopoly over the channelling of milk from producers.

The MMB's peculiarity lies in the fact that the European Community does not usually allow the existence of such "national" organisations. And despite a special EEC dispensation, awarded at British insistence in 1978, the Board has long been the object of deep suspicion in Brussels and some other Common Market capitals for its monopoly status.

For example, the board has always obtained a much higher price for liquid milk than for sales to creameries for manufacture, reflecting the British farmer's traditional reliance on the liquid milk market for the bulk of his income. This has led to allegations that the MMB unfairly subsidises the manufacture of butter and cheese in the UK by pricing its milk too low.

In particular, the board has come under fire for discriminating in price between sales of milk for intervention butter and packet butter. Under heavy pressure from the UK Government, it ended this practice earlier this year, as things stand it is still the object of litigation in the European Court.

In the 1983-84 marketing year, more than one third of all milk produced in England and Wales was handled by the board's own creameries and dairies.

This gives the organisation two conflicting interests: as the representative of producers, it must seek the best possible return for their milk; as major manufacturer of cheese and butter, it must try and obtain milk at the lowest possible price.

Shopping malls

Hyper-active in the U.S.

THE BRAZEN, 1950s-style, electric signs advertising the gleaming shopping centre and its stores have gone. The glazed, multi-coloured tiles on the exterior—making it look like a gigantic, garish, public lavatory—have also been replaced.

Generally, however, shopping centre management is far more intensive in the U.S. than in Britain.

John Newman, general manager of North American Property Unit Trust, explains: "The structure and regulations governing the U.S. retail property market give landlords much more incentive to manage their properties more actively."

A typical U.S. lease might run for 10 years with a landlord receiving a minimum rent based on the size of the store and a percentage of the retailer's annual sales.

Percentages vary; a costume jeweller selling low price high-margin products might pay between 8 to 10 per cent of sales, whereas a supermarket selling high volumes at low margins might only pay between 1 and 2 per cent of sales.

At Shepherd, approaching a third of total rental income (excluding service payments) is generated by percentage rents.

Percentage rents

In the UK, however, no allowance is usually made for the landlord to share in the financial success, or otherwise, of a tenant's business. In a landlord-tenant structure where shop leases typically run for 21 years with a standard five year review, percentage rents have only proved popular and have only been introduced in a few centres.

Retailers leasing space in U.S. shopping centres make valuable contributions towards advertising campaigns and promotions. Stores at Shepherd Mall are expected to pay at least 50 to 60 cents each year for each sq ft they occupy, the money going into a central promotional budget. Landlords contribute 25 cents for every dollar raised by their tenants.

A percentage of sales must also be spent on local advertising—3 per cent annually for those taking on new leases at the centre.

Similar examples of shopping centre management can be found in Britain. Landlords' attitudes have sharpened, particularly as competition between various suburban and out-of-town centres has increased—and as some of the first genera-

tion complexes, built in the early 1960s, start to age and need renewing.

Generally, however, shopping centre management is far more intensive in the U.S. than in Britain.

space was used to expand the existing Miller's sporting goods shop. After the division we obtained a total average rent of around \$11 a sq ft compared with the \$4.50 a sq ft Riverbed had paid."

There are a number of important differences between British and U.S. malls. Land is more readily available in the U.S. and centres on the whole are larger, and more sprawling; they are therefore often less crowded and uncomfortable for shoppers. Car parking is less of a problem.

Shepherd has room for 4,000 cars at ground level—which equates to just over six car parking spaces for every 1,000 sq ft of retail space, a staggering ratio by British standards.

Availability of land, for instance, means prestige malls like Prestonwood in North Dallas can afford to give over space to an indoor skating rink to attract whole families into the centre.

Colin Kerr, senior partner at Edward Erdmann, the London-based international estate agents and chartered surveyors, says: "There are a number of factors which explain why U.S. shopping centres generally tend to be better managed than their British counterparts.

"Attitudes towards training are more positive in the U.S. where degree courses are offered in shopping centre management. The U.S. also maintains a thriving association of shopping centre managers, publishing regular articles and keeping its membership in touch with new marketing campaigns and management techniques.

"Britain, by comparison, offers no similar training scheme and it is only recently that a British chapter of the International Council of Shopping Centres has started."

He also notes that competition between centres and other types of retailing is more intense in the U.S. More restrictive planning attitudes in the UK have limited the number of new retailing developments competing against each other.

Kerr does feel, though, that attitudes are gradually changing and that "landlords are beginning to realise that they have to manage more actively if they are not to suffer when the centres begin to age and start to face competition from newer schemes."

Andrew Taylor

Borne the brunt

The board's first priority remains supplying the large and lucrative liquid milk market, the creameries have borne the brunt of the quota cuts. Dairy Crest, the Board's manufacturing arm, finds that it simply cannot get hold of enough milk to keep its total of 30 creameries operating at full tilt.

In July, for example, the supply of milk for manufacture was more than 25 per cent down on the same month last year. As a result, Dairy Crest is mothballing old capacity and seeking to shed more than 400 permanent and temporary workers; the unions, which are fighting the prospect of compulsory redundancies, fear more jobs may have to be axed later.

Michael Bessey, Dairy Crest's managing director, is putting a brave face on the changes brought about by quotas. "We've had to spend a lot of time and capital on production-led growth

Thornton Baker

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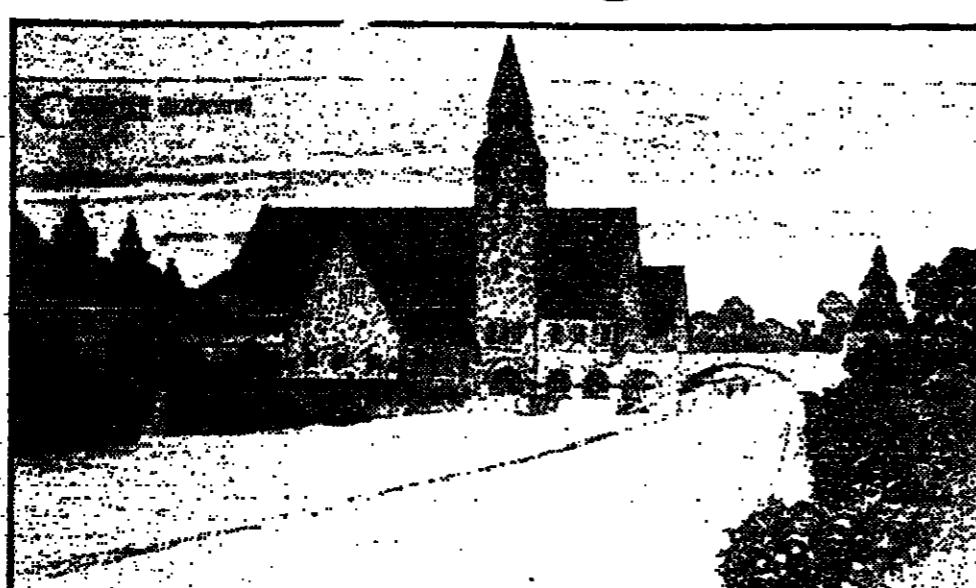
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THE ARTS

Architecture

Colin Amery

A land of giants



Eliel Saarinen's design for the Finnish National Museum, Helsinki, heralded a return to romantic nationalism

Finland is a land for architectural enthusiasts. It is a country where both the architects and the general public respond to the whole idea of good architecture with enormous enthusiasm. Perhaps this is because the country is relatively young and has had to fight for its survival. Perhaps that long border with a darker country has intensified the brilliant nationalist movements that still occur in the newest constructions.

Finland should be in the forefront of architectural interest at the moment because of three exhibitions that run until at least October 14, all designed to commemorate the great hero of Finnish and Western modern architecture, Eliel Saarinen (1873-1960). Two are at the Museum of Finnish Architecture in Helsinki and while there is also material about Saarinen's interior design at Hvitträsk it can be supplemented by the displays at Hvitträsk, the architect's home and studio outside the city.

Saarinen is a giant among architects. In Helsinki today a glance at the railway station, built as part of the great romantic revival of Finnish nationalism between 1907-1914, reveals all his genius. While he was under the same influences as the Vienna Secessionists, his work has a more masculine power and more vision than the work of Otto Wagner. The huge stone arched entrance to the station flanked by pairs of giants holding globes of light is like the way to a railway that must lead to Valhalla.

The great joy of seeing Saarinen's work in Helsinki is that it can be seen in contrast to the earlier cooler splendours of the Neo-Classical centre of the city which is like a microcosm of Lexington planted in Finnish soil by the country's Russian masters.

The major exhibition is chronologically the second one. It is entitled 'Saarinen in America, Design in America The Cranbrook Vision 1925-1950'. It started its life in Detroit and then New York's Metropolitan Museum and was destined to come to the Victoria and Albert Museum. I think

it is particularly sad that this arrangement was cancelled due to lack of funds because it has deprived London of a chance to see the important seeds of modern architecture which were planted and nurtured in Finland and then transplanted to America where they flourished until the late 1950s.

Saarinen was placed second in the competition to design the Chicago Tribune Tower in 1922. His design was much admired and he left Finland in 1925 to take up the offer to start the Cranbrook Academy of Art near Detroit. This school was one of the few to teach modern design in the U.S. and it followed the principles of the Weimar Werkstätte in Austria and the Bauhaus in Germany. It believed strongly in the relationship between the fine and the applied arts.

It is a magnificent display of several rich talents that Saarinen encouraged. It would not be right to say that they produced a style, but they did gather together an approach to design that resulted in an artistic serenity. Saarinen took his wife Loja, his daughter Pipsan and son Eero to Cranbrook where they flourished as textile designer, interior designer and architect respectively.

Other artists lured to Cranbrook included the sculptor Carl Milles, the painter Zoltan Sepeshy, the brilliant weaver Marianne Strengell and a variety of excellent silversmiths and bookbinders. These figures have an importance way beyond this exhibition because they represent the important transition between 19th century

arts and the impending modern movement.

Architecture at Cranbrook assumed its proper place as a perfect setting for the expression of all the other art.

Saarinen understood this and a visit to his home and studio at Hvitträsk outside Helsinki make clear how this vision was formed. Here one has the rare opportunity of comparing the architect's own watercolour perspectives with the reality.

The house is now a museum and although it is evocative and powerfully situated I feel that its restoration needed to be much closer to the original. It would be quite possible accurately to recreate the house and studio in every detail—and it would be a very worthwhile enterprise. It is a house that still evokes the powerful alchemical and the impending modern movement.

bolic celebrations that must have taken place there—it must be one of the few houses in the world to provide iron rings in the walls to assist the drinker to his feet. Only if he found it impossible to continue to hold the ring was he considered drunk enough to be taken to bed.

Helsinki, with all the work by Alvar Aalto and the earlier Lars Sonck, is a potent architectural experience. It also has the quite remarkable Finnish Museum of Architecture, which is a rich source of archival pleasure and is housed in a building that is being perfectly restored. It is also a city that is small enough to allow you walk everywhere—so that every architectural experience is immediate and intensely satisfying.

While I was in Helsinki the Secretary of State for the Environment announced his verdict after the public inquiry into the planned extension of the National Gallery. He has rejected the present design as it stands over and I think that he was quite right to do so.

The winning design by architects Alfreds Burton and Korkalov has now been so modified that it is unrecognisable as the interesting winning version.

Mr Patrick Jenkin suggests in his letter to the developers that they should ask the same architects to try yet again to produce the sort of design that is acceptable. This is a mistake.

Now is the time for all concerned with this ludicrous muddle to admit their folly. It was always a wrong-headed notion to combine any extension to the National Gallery with a developer's office block on the same site. The confused brief and the even more confused competition (which the chairman of the Gallery Trustees described as a farce) has not produced worthy architecture.

It is not impossible for the National Gallery to find benefactors for a new wing and a breathing space to allow funds to be organised would be welcomed by everyone. New architects will have to be appointed and a more effective form of competition/selection should be devised.

Phoebe/Holme Pierrepont Hall

Arthur Jacobs

Musical performances in historic houses are now not uncommon as an additional magnet for visitors and their cash, but what happens at Holme Pierrepont Hall, a few miles from Nottingham, is quite extraordinary.

In *Phoebe* he led us to accept, without giggles or yawns, the machinations of love and disguise which represent the conventions of "English pastoral"—a genre immortalised by Handel's *Acis* and *Galaad* and quite seriously essayed by Greene.

Phoebe was given in concert form in 1755 but has possibly never been staged till now.

Best known (if indeed that is not already a exaggeration) for his church music, Greene shows an unexpected theatrical grasp of pace and character.

The musical director of the whole enterprise is Peter Holman, who leads in his bewigged instrumentalists and directs the accompaniment from the harpsichord. The stage

director is Jack Edwards, whose gift in reviving the poses and movements of a bygone theatrical age through the medium of today's young singers is quite extraordinary.

Phoebe a delight was the teasing mime when Phoebe assists Celia (Elisabetha Friday) to reject the boorish Lince (Andrew Knight), all effected while she is singing a rapid and difficult song.

Andrew Knight's wide-ranging bass and Michael Chance's admirably clear counter-tenor were strong assets too. Miss Friday's soprano did not ring so clearly. Peter Holman contributed strong, brisk musical direction, though with one or two heavy touches in recitative.

Jack Edwards himself neatly spoke the prologue, and I will add the briefest epilogue: there are further performances next Friday, Saturday and Sunday.

Affair of State/Royal, Northampton

Michael Coveney

Their diplomatic tiff is thus suggest a mish-mash of the Six Days War, the Turkish invasion of Cyprus and continuing border skirmishes anywhere in the Far East.

This minister is unashamed by staff; security is apparently non-existent. Bricks are lobbed through the window from a restless crowd outside whose hubbub erupts eventually in renewed conflict back at the border.

Seven months later, Xandro, now blinded in action, hobbies back into the conference room, bumping into the furniture, and he and Diana, one good eye between them, continue their low wattage squabbles. Peter Denyer's direction can do nothing to animate the evening which is set on a design of notable ugliness by Sheena O'Rourke: scalloped net curtains, a rickety table and stubby marbled pillars.

King Priam/Canterbury Festival

David Murray

The newly founded Canterbury Festival has been lucky. It is running for three weeks, which is bold for a newcomer, and relying upon the usual safe Festival acts from the Ballet Rambert and the National Theatre to George Melly and Max Wall. Canterbury makes a pretty location, of course, and it now boasts a theatre—The Marlowe—which has been most ingeniously and successfully transformed from its old guise as a cinema, and proved to accommodate Kent Opera with perfect comfort. What could not have been foreseen (and wasn't for the townsfolk flocked to Mozart's Seraglio instead) was that new Kent version of Tippett's King Priam would make the special triumph of the Festival.

Until now the opera has been seen in Britain only in the Royal Opera's fine original production by Sam Wanamaker, in which the epic scale has always been secure and the power of the intimate scenes has varied with successive casts. Kent has assembled a strong young cast, but the designs and lighting had to be planned by David Fielding, and Paul Pyant for touring through much smaller houses. The big choral interventions, few but vital, have to be achieved by vital support from the orchestra.

In all ways superbly. The progress of the opera is swift, sharp and unswerving, and the accumulated dramatic force takes the ending to a great height. Fielding's designs are unlocated: corrugated metal doors slide back to reveal plain

cracked walls, lotus curtained alcoves or Trojan battlements built outwards against the threatening Greeks, and the gowns and amourous hints at ancient times. The choice of Nicholas Hytner as producer, perhaps inspired by his highly brilliant *Piwari* for the ENO, was no gamble—he sets the action in stark high relief, without tricks, colouring the characters with vivid touches as economical as those in Tippett's marvellously spare music.

The young Kent Orchestra excels itself under Roger Norrington, who matches his superlative Schütz revivals of the 1960s with this taut and tingly performance. Clean sonorities, rigorous sympathy: the dangerous string-ensemble flights — almost cadenzas — are as cogently etched as Tippett's rich inventions for the dominating band of winds (and the athletic piano). The tensile strength of the elaborate lyrical lines is remarkable, and evidently an inspiration to the singers.

They are of unequal maturity, but none of them is ineffectual.

Led by Mark Curtis, the commanding trio of bystanders (with Timothy Walker's long-practised guitar) and in the pin-up wry treatment of the serving-woman's quarter is a masterly hit. Rodney Macann's Priam wants nothing but a few extra years' worth of disillusioned gravity; in all other respects it is a portrayal of piercing subtlety and tragic dignity, one which searches into new corners of the role, thelynchpin of the opera. It is worth taking a lot of trouble to see this splendid production wherever it touches down.

On Saturday the trio for the principal ladies just failed to strike home: surprising, for

each on her own had solid virgins, or Trojan battlements built outwards against the threatening Greeks, and the gowns and amourous hints at ancient times.

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Not so divine intervention

BY COINCIDENCE, the IMF World Bank meeting was celebrated with a concise display of the present limitations of central bank intervention in the currency markets. This monetary "Operation Lionheart" included a nicely timed surprise attack on the mounting dollar by the Bundesbank, a failure to persuade allied central banks to commit themselves fully to the campaign (though even the hyperactive Fed fired off a few symbolic rounds at the start) and then a tactical withdrawal, leaving private capital flows once again master of the field though a little knocked about and somewhat wiser.

What did observers make of this exercise? Did they side with Professor Koehler of the Bundesbank's directorate who urged, just before the Washington meeting, that there should be concerted intervention and co-ordinated interest rate policies to keep exchange rates within a certain range? Or did they side with Beryl Sprinkel of the U.S. Treasury's reported comment that far from "smoothing" the market, the bout of intervention has merely made it more agitated than ever?

Misalignment

On balance, we do not regard the Bundesbank's foray as so much wasted money. On one hand the dollar had been rising very rapidly against the D-mark — a "disorderly" movement if ever there was one. On the other, there is no reason why a central bank should not have a view as to when an exchange rate is fundamentally misaligned, and should not on occasion express that view with hard cash for additional impact.

It is possible for a central bank to have a view about fundamental misalignment of the dollar, just as it is possible for a central bank to criticise the misalignment of U.S. monetary and fiscal policy that is causing the misalignment. Thus the Bundesbank backed discreetly by other central banks firmly conveyed its view that a DM 3.17 dollar was an economic nonsense. The sum it expended in so doing, while impressive as a round number, was a fraction of the interest income on its reserves. The effect upon international investors may well prove ephemeral, but the exchange rate movements over last week suggested that they were given pause for thought. It is one thing for European central banks to take a view on the dollar's exchange rate or on the speed at which it is changing, and a nice question

of judgment how best to express that view without losing credibility in the market place. It is quite another for European central bankers to have any illusions that they can control this exchange rate in the face of capital flows that now dominate its movements.

Intervention can impact on markets in three ways: through the physical supply of, or demand for, currency; through the impact on market psychology—once great, now dwindled—or the demonstration that a central bank has a view about current rates; and through the implied threat that intervention, if insufficient, will be backed up by economic policy changes that will alter the fundamentals of the exchange market.

The last element is by far the most important. It once underlined the commitment to the Bretton Woods fixed exchange rate system together. The need for it has grown greater as the scale of international capital flows has loomed larger over the reserves of the central banks. Yet it is, of course, the element that is missing at the moment. The mechanism for economic policy co-ordination exists through the IMF and the Group of Five. Lip service is repeatedly paid to the idea at economic summits. But the main player, the U.S. Government, refuses to play.

Given the high interest rate, high capital inflow, high deficit policies that the Reagan Administration has adopted, the European governments have correctly opted to "decouple." Decoupling implies an acceptance of a large transnational interest rate differential and acceptance of an "unrealistic" dollar exchange rate. To talk under these circumstances of concerted intervention to depress the dollar is to talk of the antithesis of decoupling. It is to look back over one's shoulder at a currency that has wilfully been obliged by its Government to acquire an abhorrent value.

For the present, the prime aim of concerted intervention and policy co-ordination by European central banks should be to preserve intra-European exchange rates that are as stable and as realistic as possible. This means serious rethink by the British Government about its attitude towards the European Monetary System. In European preparation to speak with one voice when and if the U.S. Government ever comes around to the view that the dollar is not a go-go stock but an important link between national economies.

British farmers face the future

THE National Farmers' Union's blueprint for the future of British agriculture deserves a small welcome. In its paper, *The Way Forward*, the NFU recognises that something must be done about the growth of surpluses in Europe and about the explosion of subsidies under the Common Agricultural Policy. And it is facing up to public criticism of the way modern farming methods have often wrecked the countryside. The two problems are inter-linked because it has been the pressure towards ever greater production which has often led to larger farms and more intensive farming methods.

Farmers' sensitivity to the problem of overproduction has been enhanced this year in two ways. First, the imposition of milk quotas has caused acute adjustment problems for British dairy farmers who had previously borrowed to finance increased production.

Milk quotas which have not yet been particularly effective in limiting production are described by NFU as "very damaging to the country." The NFU now intends to call for higher prices in compensation—proof that, despite some of the nobler sentiments of the new policy document, farmers have not really changed their spots.

Worries about over-production have also been stimulated by this year's harvest, to unusual as well as relatively unanticipated. The UK, traditionally a cereals importer, has produced a wheat surplus of 14.9m tonnes and is not very skilled in the business of export—unlike some of its European competitors. The surplus and the path-breaking milk quotas have raised the spectre of the possible future use of quotas to control the Community's grain surplus. The NFU's new concern with over-production is partly motivated by a wish to head off the imposition of more quotas.

It argues that, in the important cereals sector at least, "restraint upon support prices, sensibly and consistently applied, is the most direct and probably the most effective means of holding down CAP expenditure." Academic econo-

THE WORLD has long prayed that the superpowers would resume negotiations on nuclear weapons. However, if we hoped that our anxieties would be allayed by the comings and goings at the UN last week, we were rudely disappointed. Indeed, we may have to face the possibility that traditional arms control is a thing of the past.

President Reagan made some conciliatory if vague noises about the need for nuclear arms control negotiations between the U.S. and the Soviet Union but his words were dismissed by Moscow almost before they were out of his mouth, and derided by Mr Andrei Gromyko, the Foreign Minister, on Thursday as "a vessel with nothing in it." Mr Gromyko's own speech was incontrovertible emptier than Mr Reagan's, consisting almost exclusively of ritual denunciations of American imperialism. Whatever he may have said in private to Mr George Shultz, U.S. Secretary of State, or to Mr Reagan, his speech did nothing to encourage the belief that Moscow is ready to make any pre-election gift to Mr Reagan.

All the same, Mr Gromyko's pugnacious stance in New York was boorish, stupid and short-sighted. The Russians have no reason to expect any advantage from a strategic arms race, not because the Americans might win such a race, but because both superpowers already have far more nuclear weapons than either could possibly need. Since December, the Russians have been losing the propaganda battle, because it is they who have been refusing to take part in arms control negotiations. If they wanted to recover the high ground and put Mr Reagan on the spot, now is the time to do it, before the election.

What the Russians (and everyone else) have reason to fear is a race in the development of defensive weapons systems, popularly known as Star Wars. If Mr Gromyko had wanted to skewer Mr Reagan, he could have said: "After careful consideration, we are prepared to negotiate large reductions in offensive strategic weapons. But first the U.S. must publicly renounce any aspiration of deploying, at any future time, a defensive anti-ballistic missile system which would break the limits of the 1972 ABM Treaty. And second we must renegotiate, tighten and update the limits imposed by that Treaty."

Such a proposition would place Mr Reagan in a painful dilemma. When he launched his Strategic Defence Initiative (SDI) in March 1983, he offered it as a rosy vision of a more hopeful future, in which often massive nuclear weapons would become impotent and obsolete. He is bound to resist abandoning it so soon. Yet, since the SDI has come under fierce attack both from the arms control lobby and from the Democrats, he would look bad if he in turn refused negotiations on offensive strategic weapons for the sake of a distant and probably unattainable future, and update the limits imposed by that Treaty.

The interesting thing about the Reagan speech is that it did not expand in any detail Washington's ideas for arms control, and did not even mention the U.S. START proposals which had called for substantial



President Reagan

Foreign affairs

If nuclear arms control is dead . . .

Ian Davidson on the state of superpower diplomacy after the Reagan-Gromyko talks



Foreign Minister Gromyko

reductions in nuclear warheads. Instead, it proposed new institutional procedures for regular discussions between Washington and Moscow, both on long-term arms procurement and arms control questions, and on other issues.

"We need to extend the arms control process," he said, "to build a bigger umbrella under which it can operate—a road map, if you will, showing where, during the next 20 years or so, these individual efforts can lead... I will suggest that we institutionalise regular ministerial meetings... In such talks we could consider the exchange of outlines of five-year military plans for weapons development and our schedules of intended procurement."

The reasoning behind these suggestions was left blurred. Perhaps they reflect a tacit acknowledgement that arms control does not take place in a vacuum and cannot be expected to be successful when the general atmosphere is poisoned by confrontation and suspicion, hatred and contempt: somehow, there must be a broader meeting of minds to create the necessary conditions.

Or perhaps they indicate a sense that arms control in future will be elusive and perhaps unattainable, either because of the forces ranged against it in Reagan's America, or for more structural reasons, deriving from the evolving nature of the weapons systems themselves. If the arms control process is blocked, it may be desirable to find alternative methods of placing restraints on the dangers of confrontation between the superpowers.

The balance of forces in the American arms control debate will be partly determined by the detailed results of the congressional elections and by the

appointments of key officials. However, the structural problems of arms control will in any event become progressively more difficult.

In the good old days, the main strategic weapons were relatively easy to identify and count: missiles and bombers. Sea-launched cruise missiles have already escaped from the arms control net, but future problems are more far-reaching: miniaturisation, mobility, dual nuclear-conventional weapons, dual civil-military devices, ambiguities of all kinds. We may have to accept that arms control, in the form that we came

to know it in the early 1970s, has receded irrecoverably in the rear-view mirror.

Yet there is a third obstacle to effective arms control and that is the Reagan administration's Star Wars ballistic missile defence programme. The original objective of a total defence was come under multiple criticisms, among others that it would be logically and technologically impossible, and that the very attempt would be immensely expensive; a round figure of \$1,000bn has been estimated, though all figures are sheer guesswork.

One of the most telling critiques has come from Charles Glaser in the current issue of *International Security*. He argues persuasively that even if the two superpowers had a per-

fect defence against ballistic missiles—and he bypasses the questions of cost and feasibility—we might be worse off.

The three main problems he sees are static uncertainty, dynamic uncertainty, and conventional weapons. Static uncertainty (my shorthand) is that neither side could know that its defence was perfect, since it could not be tested in real conditions; therefore both would retain large offensive forces as a retaliatory insurance.

Dynamic uncertainty is that no

defence, even if perfect at some point, could be assumed to remain perfect; the enemy must

simply provide a partial point

defence of military targets like strategic missile sites—as is already promised under the ABM treaty.

Only two things are certain. While Mr Reagan's SDI may have been driven by laudable moral aspirations combined with ill-considered intoxication with the assumed wonders of technology, it was without any serious examination of strategic logic. The second certainty is that there can probably be no progress in arms control until the U.S. comes clean about, and probably renounces, the far-reaching implications of SDI.

The first problem here is that the Soviet Union has never ceased researching methods of defence against ballistic missiles, to the point where suspicious Americans believe that Moscow is preparing for the day when it can break out of the constraints of the ABM treaty, and that, even if both sides knew their defences to be perfect (which is impossible), this might just make the world safe for conventional wars which could easily be far more destructive than any previous war.

In the 18 months since Mr Reagan launched his strategic defence initiative, its apologists have scaled down their claims of what is technically achievable, to the point where a great fog surrounds the underlying aims. Few now seriously claim

be assumed to develop improvements in his penetration ability, and even a marginal degradation from perfection would imply the danger of massive destruction; dynamic uncertainty therefore requires a continuing race in defensive and offensive systems. And even if both sides knew their defences to be perfect (which is impossible), this might just make the world safe for conventional wars which could easily be far more destructive than any previous war.

The second problem, and this is the gobbly, is that technologies relevant to quasi-complete (i.e. space-based) defence systems, are also applicable to the destruction of space-based defence systems. Indeed, it is probably a good deal easier to destroy the satellites essential for any space-based defence system than to destroy ballistic

warheads.

A world without offensive arms control talks need not be all bad: treaties with numbers mean that the maxims are also the minima. A world without serious dialogue between the superpowers is disturbing, and possibly dangerous. A world in which the restraints of the ABM treaty are abandoned or undermined could be very dangerous.

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U.S. AUTO WORKERS DEAL

GM learns a lesson from Japan

By Terry Dodsworth in New York



Owen Bieber, UAW president (left); unexpected subtlety; Roger Smith, GM's chairman (right); a complex formula

MR CHARLIE "Engine" Wilson, the hard-nosed president of General Motors in the immediate post-war period, used to boast that he had forged a labour relations system which was ideal for both the company and the country.

It allowed GM, he argued, to achieve its economic purpose by guaranteeing both discipline and productivity. And it gave the union what it wanted as well — a bargaining process which delivered an "automatic victory" in the shape of higher wages.

At the heart of Wilson's thesis was the notion that a trade union is a political animal with a style and a way of thinking which has little to do with the economic life of the corporation.

Its members are always engaged in a struggle, and its leaders have to win when it comes to the triennial ritual of wage bargaining to justify their existence.

As long as this process did not pose a serious threat to the financial health of the company, GM gave the union its vice-

More important role for incentives

tories. But this year, things have changed.

The document which the motor company has just signed with the leaders of its 356,000 workers is radically unlike anything that has ever gone before.

It is so unusual that labour experts are still trying to get to grips with its implications, while some are wondering whether the rank and file can be brought to accept it as they've voted over the next fortnight.

If the contract is agreed, however, and if the union makes it work the way it is expected to work, there is little doubt among analysts that it could change the face of the U.S. motor industry's collective bargaining.

The deal borrows generously from Japanese labour relations practices — possibly, it is thought, because Mr Alf Warren, GM's chief negotiator, has spent some time studying their methods. At the same time, it pitches the union into an unfamiliar role, defending jobs rather than straight wage increases, negotiating a role for

virtually every part of the contract flow from the concept that the market is imposing conditions where success in the only guarantee of both jobs and wages. This may be a simple idea, and it is certainly one which GM has hammered away at in a somewhat unsophisticated manner over the last few months. Yet the principle has been translated into the black and white of a contract with a great deal of imagination. Consider the following points:

First, the agreement takes the idea of using incentives in the wage packet a great deal further than ever before. Typical motor industry contracts in the post-war period have been structured to give steady annual wage increases, plus, more recently, inflation-related payments based on the consumer price index.

The cost of living increases (Colas) were designed to protect the workforce against the impact of the big surge in inflation in the 1970s. But the Colas formula, in turn, came to be seen as a component of that inflation, since it allowed cost of living payments to be consolidated into the basic wage on which future pay increases and fringe benefits were calculated.

The dual impact of the hefty basic wage increases and the Colas easily maintained the auto workers in second place behind the steel unions in the U.S. pay league. But critics

claim that the increases also contributed to the loss of market share to overseas producers. Productivity increases were unable to keep pace with the surge in wages — and manufacturers were forced to push up prices to levels which made the U.S. industry an easy victim to the insurgent Japanese.

The new agreement reflects a very different philosophy. GM is clearly aiming in the contract to establish a firmer grip on the fixed element in wages, so that it does not overrun normal productivity growth (reckoned to be increasing by as much as 6 per cent a year in the current wave of automation in the industry).

The strategy chosen to achieve this aim is to make a substantial part of earnings contingent either upon the company's profitability or the employees' performance. These parts of the agreement are thus designed to be self-financing, a formula reminiscent of Japanese car plants, where up to 50 per cent of salaries may be in the form of bonuses of

one kind or another. "What they have done is to avoid the tendency to build costs into the basic wage rate, a policy which has given the U.S. industry its very inflexible pricing," says Prof Mills.

The wages formula is complex, but in essence it breaks final earnings down into five separate categories: a 2.25 per cent average increase in the first year of the agreement, which will be consolidated into the present rate; two lump sum payments, also averaging increases of 2.25 per cent in years two and three of the contract, but not consolidated into the base rate; Colas which will allow less to be consolidated than in the past; annual profit related bonuses which could yield \$1,000 this year; and attendance bonuses which for perfect performance.

All this, plus substantial improvements in pension rights, is reckoned to be worth a maximum of around 21 per cent to the average worker over the three-year period, assuming 5 per cent inflation a year.

This would bring average salaries and benefits up to around \$26 to \$27 an hour. But if the company does not perform effectively or profitably, incomes on the same basis could go up by as little as 10 to 12 per cent over the three years, well below the projected inflation rate.

"This is the first time we have had to concentrate on any variable except those based on the CPI," says a labour economist.

There is a similar echo of Japan in the principle underlying the job security provisions, the other main aspect of the agreement. GM has not gone as far as to give lifelong employment to its workforce, but it has committed itself to maintaining jobs for all workers with more than one year's service in the company.

In return, the union has

delivered on the kind of flexibility the company has been demanding for years. The UAW has not asked for specific guarantees, but it has agreed to go over the top on one of its original aims of putting a stop to all GM's plans to

"outsource" components and vehicles at the expense of closing internal plants. Instead, it has accepted a deal which will pump \$100m into a six-year retraining and redeployment scheme under which employees will retain their incomes while acquiring new skills for jobs inside or outside the company.

The job security plan says

that any one made redundant by new technology, productivity improvements, or decisions to start sourcing parts outside the company, will keep his or her job. But by doing nothing to hinder the company from making a move in any of these directions, the plan paves the way for a deployment of assets of a kind which the company could never have attempted under the old system.

The union has also tacitly accepted the need for more flexibility by opting to allow a substantial widening of differentials between skilled and unskilled workers. In the past the UAW has stubbornly resisted such policies on the grounds that they were divisive.

How well these changes in attitude stand up to the normal day-to-day buffeting of management relations on the shop floor is now the big question. The two sides are clearly going to have to do a lot of learning together over the next three years.

Even so, anyone involved in industrial relations in the U.S. will be watching the way the deal works out with fascination.

If it sticks and spreads—and the UAW has tended to be a standard bearer in these matters—the U.S. unions will be very different creatures ten years from now.

"The two sides are really working to define a new role for themselves," says Professor Mills. He might have added that after years of trying to keep their victory flags aloft as their membership declined, the unions may be on the way to discovering a new role for themselves.

pay of a janitor will go up by only 1 per cent this year, while a highly-skilled worker will receive 3.5 per cent.

In making these changes on payment systems and flexibility, the two sides have also innovated in a way no one really anticipated.

"The Union has won a voice in several important decision-making processes, forcing GM into a more consultative style of management, itself into a more participative role and U.S. labour relations

into uncharted territory."

Three examples underscore this change. First, the \$1bn fund will be administered by a system of joint national and local committees that will decide who goes into the job security pool, who is retained and so on.

Secondly, GM is setting up a \$100m venture capital fund to try to create new companies which will soak up the corporation's surplus labour. The fund will be one of the biggest of its kind in the U.S. and it too, will be administered by joint management/union committees.

Finally, GM has been per-

A lot of learning for both sides of the industry

suaded to give the union an unprecedented promise to build its planned new range of small cars, code-named Saturn, in the

U.S. The job security plan says

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Lombard

Still beware of Treasury model

By Samuel Brittan

IT WAS only a little while ago that one could not listen to a speech or read an article critical of UK economic policy, or find a plan to "rethink the British economy, without learning that the Tories had been "stuck on the Treasury model".

The critics would go on to give "model" estimates of how much the economy would perform in output and jobs at negligible cost (if any) in inflation if their advice were followed.

There are two grounds for doubt. First, negative results from demand stimulation and depreciation shown by the revamped model derive not from basic economic forces, but from relationships which happen to emerge today from the statistics. For instance, while it was formerly supposed that people spend more in periods of rising inflation, now it is supposed they spend less to rebuild the real value of their money balances. Such highly specific relationships tend to be very unstable and let the policy-maker down just when he needs them.

My own doubts about demand boosting are based on much more general considerations such as the origins of the NAIRU (non-accelerating inflation rate of unemployment) and long-run vertical Phillips curves. This more "theoretical" approach does not give us precise numbers for one, two or three years ahead. But maybe these numbers are not to be had.

Secondly, the Treasury simulations are parochial. They show the supposed ineffectiveness of demand stimulation in a single country due to leakages into imports, currency depreciation and so on. They do not show the effects of stimulation by, say, the major OECD countries or the EEC acting in concert. It is no use Treasury officials saying that economic policy is still a national matter. It is so partly at least, because individual Finance Ministers believe that their best policy is to put their own house in order and are sceptical of concerted action.

Before even attempting to draw policy conclusions, the ideas in the new Treasury model should be applied to other countries too and simulations carried out in terms of concerted or at least coincident policy changes. Such simulations, whichever way they go, will still need to be treated with suspicion because they are unlikely to show the more important long-term consequences of policy changes. Even so they will be more worth discussing than they are at present.

Cost escalation of Tornado

From Mr Basil de Ferranti

Sir.—The title of your Leader of September 10 about Tornado and the proposed European Fighter Aircraft, "High Costs of Collaboration," together with comment in the article about cost escalations, needs to be seen in perspective.

Of overriding importance is the fact that many hundreds of suppliers throughout Europe, my own company included, to the Tornado programme were able to make approximately 1,000 off of their product instead of the, say, 200 off that would have been required for a national programme.

This carries with it obvious benefits in terms of cost reductions and, even more significantly, benefit in terms of a market base, enabling the firms concerned to sell their product more effectively through world markets.

Of course, it will never be possible to prove that the cost of one Tornado to the RAF was more or less than if it had either been a purely national purchase or if it had been bought from the U.S. One can say though, that the whole programme has been a resounding success. The British, German and Italian Armed Forces have received equipment with which they are pleased. Europe and Nato's defences have been immensely strengthened as Exercise Lionheart is showing and many hundreds of companies throughout Europe are in a better position to compete on cost and on performance with their counterparts in the U.S. and throughout the world.

The production costs of the aircraft have also been held down by the fact that collaboration has required much better specification and testing of each of the many thousands of modules that go to make up the aircraft.

Jobs have been created and technology established in Europe with all the highly desirable consequences that follow for our ability to compete in peace and in war.

Basil de Ferranti

Chairman, Ferranti

Midland Tower, SW1

U.S. Jewish lobby

in the Middle East

From Dr Peter Peiser

Sir.—It was ill-advised of Mr W. El-Magid to cite President Truman on the power of the Jewish lobby on American policy-making in the Middle East (September 25). Truman records (Memoirs, Vol II, p 170):

"I think I can say that I kept

Letters to the Editor

Monday October 1 1984

Michael Morgan on Wall Street writes about foreign investment in the U.S.

Europe hungry for Treasury issues

THE HIGH real level of U.S. interest rates has this year brought about big shifts in the approach of foreign investors to U.S. financial markets.

Figures issued by the Treasury show almost a fourfold increase in net purchases by overseas investors of U.S. Government securities in the second quarter. At the same time, foreigners were net purchasers of only \$10bn of U.S. stocks in the six months to June 30, after a near record \$3.3bn buying spree seen in 1983.

In the opposite direction, the cautious approach of U.S. investors to overseas equity markets that became evident in the second half of last year has continued, with net sales of \$380m recorded in the first half of 1984, after the record \$3.6bn of purchases seen last year.

Analysts say that the abolition in July of the 30 per cent withholding tax levied on interest paid to foreign investors has further whetted the appetite of foreign investors for U.S. Treasury issues, and they expect a continuation of the pattern set in the first six months.

Mr Nicholas Sargent, of Salomon Brothers, says: "At the beginning of this year we were looking at a current account deficit of between \$80bn and \$90bn, compared with last year's figure of \$41bn. In 1983, net inflows through the U.S. banking system were \$21bn, while net purchases of bonds and equities by

Net foreign purchases of U.S. Treasury notes and bonds (\$bn)			
	1983	1st qtr 84	2nd qtr
Europe	7,539	1,787	1,463
Switzerland	36	134	72
W. Germany	3,725	1,546	758
Britain	1,975	(97)	785
Asia	(1,068)	(618)	(278)
Japan	2,333	423	1,027
All countries	5,838	882	3,142

Net purchases of foreign stocks by U.S. investors (\$bn)			
	4th qtr 83	1st qtr 84	2nd qtr
Europe	413	(54)	101
France	101	41	24
Netherlands	(17)	(153)	(42)
Switzerland	38	15	50
Britain	370	43	50
Canada	(16)	(130)	(17)
Japan	(152)	(153)	(250)
All countries	207	(354)	(6)

foreigners accounted for only \$1bn.

The first quarter of this year produced only a modest inflow of funds, with neither the dollar nor the stock and bond markets proving particularly popular. But as interest rates picked up, foreigners decided the U.S. was the place to put their money. Throughout the first half of the year net purchases of stocks and bonds were running at an annualised rate of \$20bn, nearly double the 1983 figure.

Mr Sargent estimates that total government debt held by foreigners at the end of June accounted for \$170bn out of the total \$1,095 trillion (\$10.95tn).

In an effort to continue to tap foreign sources of funds to finance the U.S. deficit, the Treasury is in the process of introducing targeted bonds for foreign investors. Later this month it hopes to raise as much as \$2bn with the issue of four-year notes.

Net foreign purchases of Treasury notes and bonds increased from \$802m in the first quarter of this year to over \$3.1bn in the three months to June, taking total foreign holdings to an estimated \$95bn.

Almost half the second-quarter demand came from Europe, with net purchases of \$1.45bn. West German investors, who were heavy buyers with net purchases totalling \$3.7bn in 1983 and \$1.546bn in the January to March period, slowed the pace of their acquisitions to

\$758m in the second quarter, taking total holdings to more than \$10.95tn.

Britain was a net seller of \$975m of the Treasury issues in the first quarter, but interest reawakened, producing purchases of \$785m in the three months to June.

Meanwhile, net foreign demand for U.S. corporate bonds declined from \$491m in the first quarter to just \$67m in the second, after purchases of \$972m in the whole of 1983.

The turnaround in demand for U.S. stocks was led by Asian investors, who were net sellers of more than \$1bn of U.S. equities in the first half.

Demand had picked up from a net \$3.8bn in 1983 to \$5.3bn in 1983. Purchases slowed to \$600m in the first 1984 quarter, but sales of \$491m were seen in the second. The Europeans were net sellers of \$92m. However, demand held up in Canada, with purchases of \$877m for the first half and in Latin America with

\$75m in the second quarter, taking total holdings to more than \$10.95tn.

First-half net purchases of \$47m were recorded in Europe, after \$2.2bn purchases in 1983. First-half sales of \$1.1bn of purchases in 1983, and similar caution has become evident in U.S. investors' approach to the French and Swiss markets. Net purchases of French stocks totalled \$101m in the final quarter of 1983, \$41m in the first 1984 quarter and \$24m in the second quarter.

For Switzerland, net purchases declined from \$33m in the final 1983 quarter to just \$10m in the first half of this year.

Net sales of \$17m were recorded in the Netherlands in the final 1983 quarter and these had picked up to \$153m in the first 1984 quarter. The selling trend continued in the second quarter with \$42m of sales.

A sharper pattern of sales was seen in the U.S. approach to the Japanese market, with net sales totalling \$152m in the last 1983 quarter, rising to \$103m in the first quarter and \$230m by the second 1984 quarter.

W. German Greens lift vote

By Rupert Cornwell in Bonn

THE RULING West German Christian Democrats (CDU) were last night heading for a sharp defeat in yesterday's municipal and borough elections in North Rhine-Westphalia, at the hands of the opposition Social Democrats and the radical Greens.

According to early predictions the CDU had dropped back 4 percentage points or more since the last vote in 1979 to 42 per cent or less - to be overtaken by the SPD, with between 43 and 44 per cent.

The biggest victory, however, were the Greens, fighting on a vigorous anti-nuclear and environmental platform. The party, which made virtually no impact five years ago, is being credited with over 9 per cent.

For all the importance of local issues, the outcome has undoubtedly been coloured by the error-prone leadership lately of Chancellor Helmut Kohl in Bonn.

The outcome suggests that the battered Free Democrats (FDP) failed to pull out of the nose-dive in popularity that has already seen them fail to win representation in Strasbourg at last June's European elections.

The party, damaged by scandal and policy uncertainties, is being given around 4.7 per cent of the vote. That is below the 5 per cent minimum required to win seats in state or national parliament, and almost 2 per cent down on five years ago.

Should those preliminary estimates be borne out by fuller returns, they indicate that the SPD, while likely to gain a majority next May, might find it very difficult to avoid governing North Rhine-Westphalia without an alliance with the Greens - more clearly than ever established as the third force in both state and national politics.

Argentina to repay \$100m

Continued from Page 1

al Monetary Fund (IMF), it will be seeking a \$20bn debt rescheduling to include public and private-sector debts and new loans from its commercial creditor banks.

Argentina is seeking a multi-year rescheduling package covering debt falling due between 1983 and 1985 and amounting to some \$52bn of public-sector debt and an undetermined amount of private-sector debt. The amount of new money it needs has not been specified but it is estimated to be \$3bn. Argentina also wants a multi-year rescheduling of its official debt.

The breakthrough in the Argentine debt negotiations was last week's announcement that Argentina had at last reached agreement with the IMF giving it access to SDR 4.4bn (\$1.4bn) of IMF credits.

Meanwhile, Yugoslavia has asked its creditor banks for a multi-year rescheduling of debt falling due from next year. Yugoslavia is believed to be seeking rescheduling of between three to five years' maturities in one package, but not to roll over 100 per cent of any one year's maturities.

Gromyko-Reagan talks 'set scene for constructive dialogue'

By Reginald Dale in Washington

AND IN THE HOPE of coming to serious negotiations, he said on ABC television yesterday.

The official Soviet newsagency Tass was less fulsome in its account of the Shultz-Gromyko meeting. Tass said that the two men had "agreed to have in future, if need be and by agreement, meetings of representatives," to discuss problems in areas such as Europe, the Middle East and the Far East, as well as other world issues.

The Tass report was nevertheless regarded as mildly encouraging by Administration officials. They pointed out that it did not repeat the criticism of US positions made earlier in the week and appeared to leave open the possibility of more substantive negotiations.

The Tass report said that Mr Gromyko had emphasised in his talks with Mr Shultz that Moscow was ready for normalisation and all-round development of relations on the basis of equality, mutual respect and non-interference in each other's internal affairs.

White House officials claimed that this was about as much as they had expected to emerge from the talks, which had been intended to do little more than break the ice in superpower relations. US officials had not expected a breakthrough on any issues of substance during last week's meetings, and had frequently said that they did not expect real progress until after the November 8 US presidential election.

They said, however, that the exact timing and the nature of further contacts with Moscow remained to be decided, and that the onus was now on the Soviet Union.

Mr Robert McFarlane, President Ronald Reagan's national security adviser, said that "steady" disclosure of increasing quality would start soon. Mexico, however, would probably need "a couple of months" before responding to the proposals for more intensive high-level exchanges put by Mr Reagan to Mr Gromyko in Washington on Friday.

Mr George Shultz, the US Secretary of State, said that at the end of his second meeting with Mr Gromyko on Saturday both sides had agreed that it was important to "keep in touch". The two superpowers would now work "carefully and systematically through diplomatic channels" in the expectation of exploring all issues of mutual concern.

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U.S. BONDS

Rollercoaster prices reflect renewed investor caution

THE POLICY-MAKING Federal Open Market Committee (FOMC) meets tomorrow to determine the Federal Reserve's monetary policy against the backdrop of rapidly shifting market perceptions and highly volatile prices.

Last week bond prices rode a rollercoaster and ended on a downward slope reflecting renewed investor caution about the economy, interest rates and Fed policy. By the close on Friday, the Treasury long bond was 2% lower on the week at 101.48—wiping out all the gains of a mid-week rally.

The fall in the long bond price came despite a sharply

U.S. INTEREST RATES

	Week to Sept 28	Week to Sept 21
Fed funds rate	10.73	11.46
3-month CDs	10.21	10.22
3-month T-bills	10.21	10.28
30-year long bonds	12.17	12.13
AAA industrial	13.12	13.00
Source: Salomon Brothers (estimates).		
Money supply: In the week ended September 17 M1 fell by \$3.4bn to \$24.5bn.		

nouncements from Wall Street's senior economists and Fed-watchers are notably cautionary.

Dr Henry Kaufman of Salomon Brothers notes that the FOMC meeting faces a set of factors markedly different from the generally positive ones which confronted it when it last met in August. In the light of these new factors, he suggests that "The Fed can probably afford to maintain its current policy stance while it assesses fresh information on economic and financial market development around the world."

Like other market analysts Dr Kaufman notes that credit demands by non-financial sectors have remained substantial.

While volume in the U.S. domestic corporate bond market set a record from August's record-breaking pace—in part offset by a tremendous surge in U.S. corporate bond issuance overseas—short-term corporate financing has accelerated once more, as indicated by the \$1.64bn increase to \$24.64bn in business loans outstanding at the nation's large banks.

What is more, Wall Street's economists see black news for the markets in the unprecedented bunching of Treasury issues due to the delay in passage of new debt ceiling legislation. Mr David Jones of Aubrey Lanston says "the total offerings of new coupon issues between October 10 and November 8 will total a whopping \$13.9bn, with \$25.9bn of this representing new money."

The markets will pay close attention particularly to the Fed funds rate, as well as to the August FOMC meeting report, due out on Friday, which some market watchers like Mr Philip Braverman of Briggs Schaeffer see as a potential threat because they could reveal that the easing from the Fed's point of view is largely technical.

Investors will also be watching the economic statistics for any signs of a pick-up.

Corporate bond prices reflected the same uncertainties last week. Active medium-term issues rose by about 1 points while long-term issues declined by 1 points.

Paul Taylor

Sun King Fung asks for reorganisation of debts

BY DAVID DODWELL IN HONG KONG

SUN KING FUNG, the ailing Hong Kong property group controlled by Mr Fung King-Hay, revealed this weekend that it was trying to reorganise its debts with bank lenders.

The company said it suffered net losses for the six months to June 30 of over HK\$143m (US\$15m) with net liabilities HK\$84m higher than net assets. Trading in the company's shares has been suspended since August 31, and no interim dividend is to be paid.

Sun Hung Kai Securities once held a controlling interest in Sun King, but this was sold to Mr Fung in March last year. Sun King incurred most of its losses when Hong Kong's property market crumbled in 1982.

At the time Mr Fung acquired his controlling stake, he together with Merrill Lynch and Paribas lent the group HK\$390m, the private bank, earlier this year.

The Hamburg office of Lloyds Bank International (LBI) has been closed and its trade finance business and staff are to be transferred to the SMH

16 per cent interest. Further provisions will have to be made at the year end, it said.

Standard Chartered Asia has been appointed financial adviser, and submissions have been made to bank creditors to reorganise the company's debts. If the banks agree in principle, detailed proposals will be put before shareholders. Meanwhile, the suspension in share dealings will continue.

Renault to tighten grip on AMC

By Our Financial Staff

RENAULT, THE French state-owned motor manufacturer which is facing heavy losses and further job cuts this year, is to tighten control of American Motors (AMC), its 46 per cent-owned U.S. affiliate.

Mr Jose Dedeckerwaerder, who was installed by Renault three years ago as president of AMC, has taken on the additional title of chief executive, though Mr Paul Tippett remains as chairman.

Renault has also confirmed that it is considering changing the name of AMC, the fourth largest U.S. motor group, as a result of an outside market research study.

Renault expects to sell some 400,000 AMC and Renault cars in the U.S. this year and is aiming for 600,000 by 1987. In 1986 it will market the new Espace leisure van in the U.S., exporting around half of an initial production of 40,000 units.

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FINANCIAL TIMES SURVEY

Monday October 1 1984

Energy Management

The UK's energy conservation programmes have been sluggish compared with those of other countries. Intensive efforts made by industry and other sectors are beginning to match those of nations which do not have abundant fuel resources

A lack of clear targets

By Maurice Samuelson

BARRING A dramatic outbreak of peace in the protracted coal dispute, the approaching winter will pose the greatest threat to the UK's energy supplies since the time of the three-day week a decade ago.

Despite "deficit" claims by Ministers that power cuts will be avoided this time, the chilling reminders of 1974 will inevitably sharpen public consciousness about energy conservation at a time of the year when householders are already turning up their heating and using more lights.

The crisis is an appropriate occasion for considering how the UK has managed its energy needs since 1974. The picture which emerges is of a country with abundant fuel resources, but an awareness that this can sometimes be a mixed blessing.

On the credit side, the UK has developed its North Sea oil and gas reserves on such a scale that the output, net of that of some of the members of the Organisation of Petroleum Exporting Countries, the country has enormous reserves of coal, combined – as recent months have illustrated – with some flexibility in the choice of fuel for generating electricity.

As part of the long-term response to the 1974 and 1979 oil price shocks, there has been a general drift away from oil, vehicle travel more miles per gallon of petrol or diesel, and many industries have been pro-

duced more with less energy. On the other hand, the UK's conservation programmes have also been sluggish compared with those of other countries'. The achievements have also been marginal compared with the estimates that UK demand could be cut by at least one-third by adopting proven and cost effective measures and even more by modest alterations in present energy consumption patterns.

Among industrialised countries in the West, the UK is virtually alone in not adopting a comprehensive set of clear targets for reducing energy consumption and for the replacement of oil by other fuels. While offering some support to encourage efficiency measures and fuel substitution, the Conservative government has been generally content to let prices influence energy demand.

Invest

Between 1979 and 1984, the UK spent less than £6 per household per annum on insulation and £12 per household per annum on better energy efficiency.

In 1982, France, West Germany and the Netherlands spent six to seven times as much per citizen as the UK, and Denmark spent 14 times more.

In industry and commerce, investment in energy saving has been held back by the high interest rates and the wish to invest in ways which seem to promise a faster return.

Comments of this kind constantly recur in an impressive succession of reports about the UK's energy policy published in the past year by British parliamentarians, EEC officials, the

International Energy Agency and by private commentators.

The latest, out today, points to the conflicts of UK public policy objectives which seek to promote energy conservation while at the same time continuing to encourage people to adopt increasingly energy intensive living patterns".

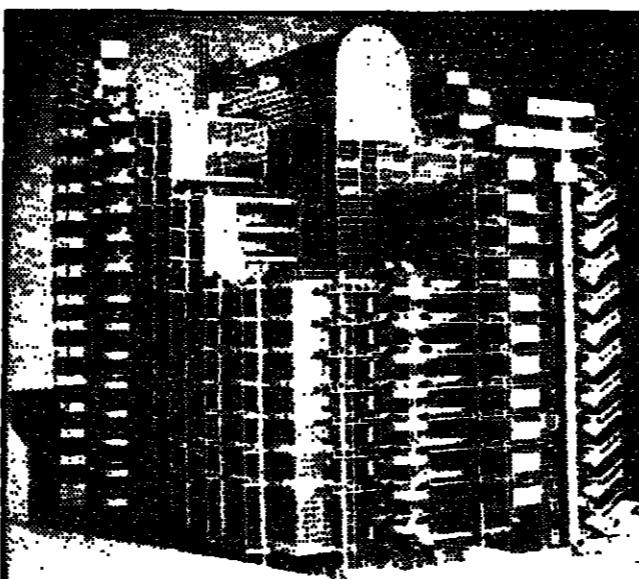
Its author, Dr Mayer Hillman, assesses conservation's contribution to UK self-sufficiency in energy and says that UK self-sufficiency could be greatly prolonged beyond the generally accepted time limits but only if it starts to feature more prominently as an objective of public policy.

Dr Hillman, a senior research fellow of the London-based Policy Studies Institute, claims there are social and institutional barriers to greater energy conservation and links them with the need for Government to adopt a longer-term perspective in forming its energy policy.

Calling for more radical policies and "a reform of Government thinking," he says too much attention is paid to investment in energy supply and not enough to the demand side.

Among his suggestions for rectifying this he lists:

- The introduction of energy labelling practices for buildings and energy-using appliances
- Revision of the Building Regulations
- Heavy subsidies for retrofitting buildings to improve their energy features;
- Standards and targets of energy efficiency for commercial vehicles, similar to those published for cars;
- Transferring the charge for



The new Lloyd's of London building to be completed next year. A computer-controlled system will provide automatic and local switching control, via fibre optic links, for 4,500 lights and 1,500 heat pump and fan air terminals.

vehicle excise duty to an additional charge on petrol.

Differentiation of duty by

Criticisms also appear in the IEA's annual report by the IEA about members' energy policies, which urges the UK to "consider the desirability of articulating more completely the goals and objectives of its energy policy."

While re-opening public discussion about it, Mr Walker has also embarked on a series of practical measures. He is trying to encourage manufacturers and retailers to label domestic heating appliances according to their running costs, one of the proposals mentioned by Dr Hillman. He is also trying to encourage a rating system for the energy efficiency (or inefficiency) of houses.

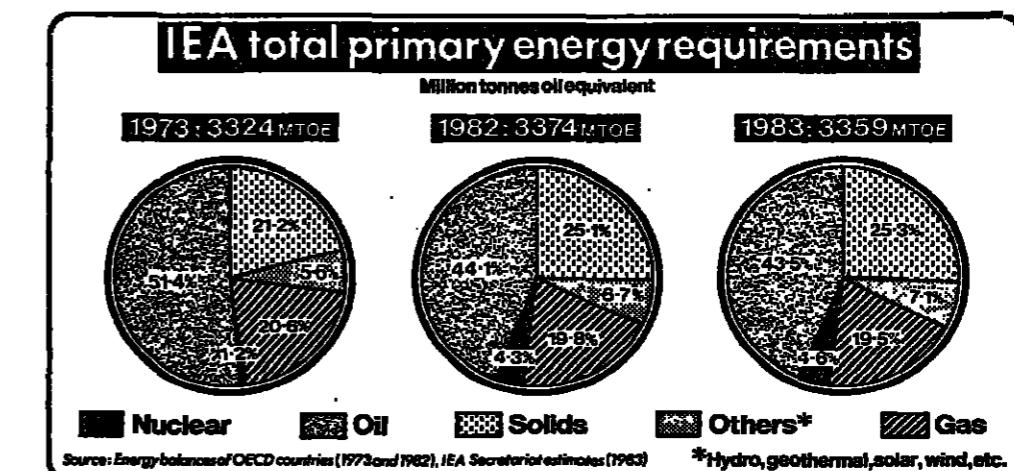
Officials in his department are also pressing for energy consumption figures to be made a statutory part of company reports.

On the financial level, Mr Walker has announced a further £25m to extend until 1990 assistance for industrial and commercial demonstration

recognising that the UK is one of the most backward industrialised countries in terms of energy efficiency. When he launched the Efficiency Office a year ago, the civil service was still little more than a gleam in Arthur Scargill's eye, and Government and public interest in energy conservation were at their lowest ebb for five years.

If the Office's impact has been greater than its political mandate would suggest (larger areas of Government spending on conservation lie outside its control) this is largely due to Mr Peter Walker, Energy Secretary, who has made conservation one of his top priorities.

He has done so by frankly



Schemes from which other energy users can learn.

By diving headlong into the conservation issue, Mr Walker not only set out to swim against the stream of public apathy but has implicitly charged his predecessors with sharing that apathy.

His next major public platform on conservation will be next month's national energy management conference at the Birmingham National Exhibition Centre. One of its first sessions will be a round table discussion between Mr Ian MacGregor, National Coal Board chairman, and his opposite numbers from the gas and electricity industries – Sir Denis Roeke and Mr Philip Jones.

The conference is an annual event launched by Mr Tony Benn, former Labour Energy Secretary, in the mid-1970s.

Attendances have grown steadily but conference has rarely attracted general public notice although with Mr Scargill's help, this year's

rating system for the energy efficiency of houses.

Since 1978, the Energy Department has been organising courses for energy managers.

These were run initially at the British Gas school of fuel management and are now conducted under the auspices of the British Institute of Management. Courses are also being developed at several polytechnics.

However, the aim is not to produce yet another specialised stratum of managers, but to spread the habits and skills of energy efficiency as widely as possible throughout the population.

"Conservation's Contribution to UK Self-sufficiency," by Mayer Hillman, British Institutes' Joint Energy Policy Programme (Harrington Educational Books, £9.50).

Contents

Energy Efficiency Office: putting over the message; search for a sensible programme	2
Government support: state scheme paying off	2
Equipment: taking control of functions	3
Consultants: a watch on fuel costs	3
ESTA: focus for specialised companies	3
Industry: sharing ideas and techniques	4
Retailing: commitment to savings	4
The utilities: battle for cheap supplies	4
Combined heat and power: lag in the UK	4
Heat pumps: major benefits for industry	4
Waste-derived fuel: Sweden at forefront	5
Insulation: sharp decline in funds	5
Principles of management	5
National policies: watch on oil market	5

ENERGY BLUEPRINT

PLANNED EFFICIENCY AND ECONOMY IN THE USE OF ELECTRICITY. 23

Energy efficiency at work



Refurbished offices in Warwick Row, where actual energy savings were greater than expected – 48% in the first year.

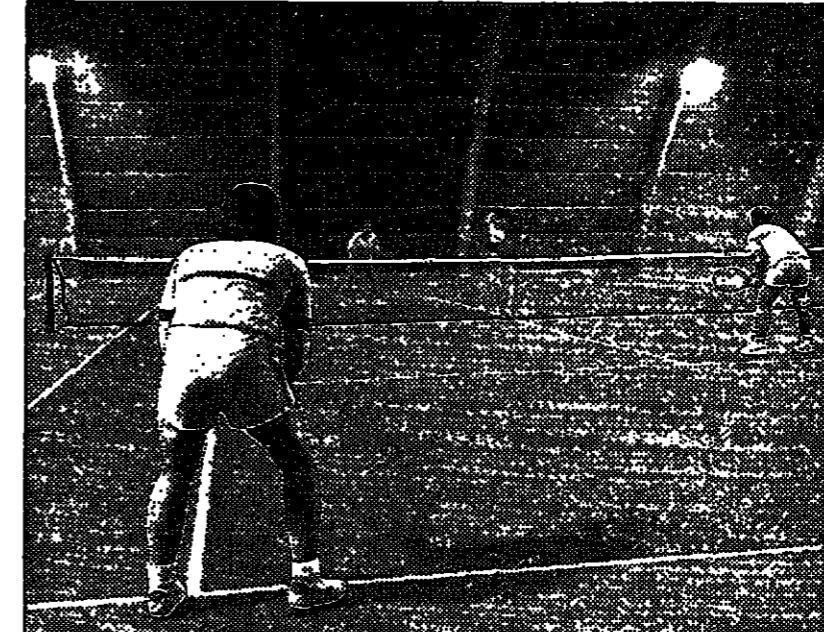
impressive savings in operating costs, they add up to a powerful argument in favour of electric heat-pump-based environmental systems – an argument conclusively won at Warwick Row by the consultant's detailed economic analysis. For further information tick box no. 1.

This, along with a list of what is available, forms an aid to making a rational choice for all sizes of heat-recovery installation.

The new publication is an important introduction to a subject of growing importance. For, as the brochure points out, waste of heat is occurring in an era when energy is not cheap and when costs are on the increase. It is a timely summary of how modern heat recovery can help eliminate waste and cut energy costs. For further information tick box no. 2.

A comprehensive list of the benefits of heat recovery includes reduced energy consumption, flexibility to cope with future expansion of the system, and a shorter boiler

Awards for light savings



Energy-efficient lighting at Chapel Allerton.

(SON) and metal halide (MBI) lamps were blended to provide a combination of high output with good colour rendering on three indoor tennis courts. Lighting from the sides rather than from above reduced the number of luminaires necessary but still gave good uniformity over the courts. The

Please send me copies of leaflets/information on the following topics.

Please tick as appropriate (UK only).

- 1. Warwick Row offices
- 2. Heat recovery
- 3. EMILAS

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PO Box 2, Central Way,
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C1400

New brochure explains heat recovery

Heat losses which could easily be eliminated account for the wastage of over a third of all fuel burned in the United Kingdom. This uncomfortable fact is the starting point of a brochure now available from the Electricity Council. Its main conclusion, however, offers some comfort to designers and equipment specifiers – by using heat-recovery systems, much of that heat could be saved and re-used.

As well as being a helpful introduction to the subject, the brochure is also a highly practical guide to a variety of heat-exchanger applications. It shows how, in conjunction with high standards of insulation, the most modern equipment raises

operating season. The brochure also features heating analysis charts and a step-by-step guide to choosing the best equipment.

This, along with a list of what is available, forms an aid to making a rational choice for all sizes of heat-recovery installation.

The new publication is an important introduction to a subject of growing importance. For, as the brochure points out, waste of heat is occurring in an era when energy is not cheap and when costs are on the increase. It is a timely summary of how modern heat recovery can help eliminate waste and cut energy costs. For further information tick box no. 2.

A comprehensive list of the benefits of heat recovery includes reduced energy consumption, flexibility to cope with future expansion of the system, and a shorter boiler

installed load is 11.3W per square metre and provides just under 500 lux, which compares favourably with less-demanding applications. EMILAS is an ongoing competition and entry forms for 1984 are now available. If you are improving lighting, tick box no. 3 for further information.

PLAN ELECTRIC
The Electricity Council, England and Wales.

Energy Management 2

A new body is busy putting across the government's message, as Andrew Warren explains

Energy Efficiency Office takes the strain

ENERGY conservation was the subject of one of the few specific commitments incorporated into the 1983 Conservative election manifesto, which promised to set up a new efficiency office to take care of the problem.

The promise did not emerge from a vacuum or a political whim but followed proposals by the House of Commons Select Committee on Energy, the House of Lords EEC Committee and Lord Rayner, the Prime Minister's scourge of the public sector. Each in turn had examined the subject and declared that there was indeed a problem regarding the Government's handling of it.

Within months of the election the Energy Efficiency Office was set up in the Energy Department. Its objective was simple: to save 20 per cent of the energy currently used, thus reducing the nation's fuel bills by £7m a year. As Mr Peter Walker, the new Energy Secretary, put it: "I have set a target that by the end of this Parliament, Britain should be at the top of the league on

energy efficiency, not at the bottom."

The Manifesto had at no stage spelt out just how the Energy Efficiency Office was to be run. It was not even certain at first that it would remain within the Department of Energy. Parliamentarians had seemed to favour a separate change like those in several European countries and some American states. The Commons Select Committee had even proposed an independent Ministry of Energy Conservation.

Flourish

In the event, the new office merely subsumed the existing conservation division of the Department of Energy, whose officials changed their titles within the new office, which was launched with a flourish this June last year.

The continuation of staff from the old division caused some jitters to describe the change as little more than a make-work exercise for carpenters in the departments—changing titles on the doors. However, the last year has shown such unkind jibes to have been largely misplaced. The creation of the EEO has

transformed the attitude of Department of Energy officials towards energy conservation. The old conservation division, grafted uncomfortably on to the old Ministry of Fuel and Power, was not one to which high flyers within the Department aspired. However, both the morale and the purpose of the staff employed in the office have increased immeasurably. Rising stars in the department jostle to join it and other divisions there are numerous complaints about the amount of manpower now allotted to the EEO — up 20 per cent in one year to 98 staff — particularly considering the relative size of the expenditure they control or monitor.

Mr Walker and his impressive junior minister, the Earl of Avon (replaced last month by David Hunt), have appeared regularly at businessmen's breakfast meetings all over the country, addressed numerous conferences, and visited factories, promoting the energy saving message.

Meanwhile, their staff under the directorship of Mr Bill Macintyre, organise promotional stands at shopping



Peter Walker, Energy Secretary: "I have set a target"

arcades and Ideal Home Exhibitions, and at industrial exhibitions and county shows—and for the first time, are seeking to act as the sponsoring department for the burgeoning energy conservation materials industry.

The office's new agency, Doyle Dane Bernbach, is co-ordinating the creation of TV, radio and press adver-

tsing. In short, the Energy Efficiency Office is acknowledged throughout Whitehall to be taking full responsibility for the Government's new drive for energy efficiency.

On the other hand, the office has not obtained spending powers necessary to ensure that the policies succeed. Lord Rayner was explicit when he called for all relevant Government expenditure to be transferred to the control of the EEO.

When he compiled his review, less than 10 per cent of related Government expenditure fell to the Energy Department. Since that time, the office's promotional budget has been expanded, from £13.7m last year to £15m in 1984-85. But little has yet changed administratively.

The Industry Department has handed over the scheme whereby partial grants can be obtained in industrial and commercial premises to convert boilers from oil or gas to coal (a scheme which has not been so popular in recent months). But everything else—whether to do with energy conservation money for private homes, local authorities, job creation schemes, schools or hospitals—remains with the same Government Department as before.

This might not matter if the gust of enthusiasm wafting through the Energy Department was also being felt elsewhere in Whitehall, in town halls and regional health offices. But there are

signs that the other Departments of State have seen Energy's initiative as a cue to relax whatever limited interest they themselves have in this area.

Last April, the Treasury caused problems in the residential construction market by slapping VAT on all building work thereby putting up the cost of all energy saving measures installed in the home.

Funds

Half way through the last financial year, the Welsh Office withdrew lot insulation grants without even first consulting the Department of Energy.

The decision of the Manpower Services Commission to cut off funds for the Neighbourhood Energy Action head office, the support team for some 70 local insulation projects around the country, was approved by the Secretary of State for Employment, despite protests by Conservative MPs. It was left to the Energy Efficiency Office instead to pick up the tab to ensure this vital work continued.

The building regulations

covering the thermal efficiency of buildings will fall under the bailiwick of the Department of the Environment or the Scottish Office while, despite protests from the EEO officials, there seems to be little urgency to solve such anomalies as the lack of mandatory heating controls for homes; the discrepancy between the heat retention standards for roofs in commercial as opposed to domestic premises; and the absence, unique in Europe, of any measures to cover floor insulation.

Thus despite the fact that in 1984 a home loses nearly a quarter of its heat through the floor.

The Health and Education Departments continually call for greater financial efficiency by their constituents. Yet while most Government-funded capital projects are not expected to pay for themselves within 15 years, neither of these departments will fund energy-saving projects with pay-back times of more than five years.

Andrew Warren is director of the Association for the Conservation of Energy.

Search for a sensible programme



William Macintyre, Office director: more challenges

MR WILLIAM MACINTYRE, Director general of the Energy Efficiency Office, is currently in the position of a chef who has just produced a tasty breakfast and is wondering how to repeat the success at luncheon.

Summing up the first year since Mr Peter Walker, Energy Secretary, launched the energy efficiency office, Mr Macintyre says that it has scored several successes but sees a lot more challenges ahead.

He lists five barriers towards what he calls "a sensible energy efficiency programme." Those are:

- Lack of information;
- Lack of interest;
- The weak and fragmented state of the efficiency equipment industry;
- "Structural" problems such as landlord/tenant relations which inhibit energy saving decisions by fuel users;
- The physical or financial handicap of energy consumers who lack the ability or the cash to apply energy saving measures.

He insists that the information gap has to be tackled first and says his office has been involved in a consistent programme of giving advice and information to domestic consumers. They have been promoted throughout the country by "road shows" caravans and exhibitions in shopping centres which, by the end of the year, will have appeared at 100 locations.

However, he says the energy equipment industry has not followed up this campaign by selling sufficient goods and services to the public.

The "outstanding success" of the office's first year had been the campaign aimed at non-domestic energy consumers. Mr Peter Walker and Lord Avon, parliamentary under-secretary in charge of conservation, had participated in 23 breakfast meetings with local business, industrialists and other executives.

Similar engagements were planned in a further 17 localities.

The early morning message which Mr Walker and his staff were trying to get across was that senior executives had to be involved personally in their companies' energy performance; that each company should have a qualified employee responsible for energy efficiency; that they should adopt energy targets and monitor progress towards them; and they should take advantage of Government-funded survey schemes.

According to Mr Macintyre, when Mr Walker first mooted the breakfast time crusade, local branches of the Confederation of British Industry and the Industry Department's regional offices warned that they would not pull in enough participants.

Mr Walker's emphasis on publicity also prompted him in the Spring to enlist the support of five businessmen from outside his Department to act as "ambassadors" for energy efficiency. Their subsequent activities have attracted far less publicity than their original appointment. So far, they have proposed that houses should be classified according to their energy efficiency, and there should be efficiency labelling of electrical appliances.

To support the first proposal, the Energy Department is financing HEAT (the home energy audit and treatment scheme), involving surveys of homes and discounts for householders on energy-efficient equipment.

Mr Macintyre and his colleagues admit that their Office has also been sponsoring conferences for the 6,000 people identified as energy managers. At present, the energy managers are organised in 74 groups on a regional basis. However, the Energy Efficiency Office feels these have not been developing satisfactorily and would like them to be regrouped on an industry sector basis, as is already the case in some industries such as brewing and chemicals.

The Office also takes a sectoral approach in its programme of monitoring and targeting of the energy use of selected groups of companies whose results are then made available to other companies in the same industry.

Paper and textile manufacturers have already been given this treatment and a further 18 industries are also being studied. As a result of their findings it is hoped that companies will overcome their hesitation about investing in new energy-saving technologies.

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Initially, the major proposal centred on making people aware that the scheme existed. "The Government was initially very slow to publicise the scheme," says Mr Peter Sadler, managing director of James Sadler.

This year the aim is to reach at least 10,000 carefully selected people through invitations to promotional events. This will be backed by national advertising and marketing efforts by the equipment makers; and for the first time Mr Peter Walker, Secretary of State for Energy, has confirmed the scheme's long-term future.

Mr Walker, took the opportunity at a seminar last month to announce a £500,000 study to be conducted at the Atomic Research Centre at Harwell to show how fibre optics of energy can be derived from waste heat and from the atmosphere.

With the existing 253 projects, the long-term replication target is worse than 2,000,000 units in energy savings at current prices, and over the next few years it has been proposed to increase the number of demonstration projects to 550 to realise the full potential of the scheme.

But the Unit is attempting to switch the emphasis of its approach from new schemes to promoting replication. The idea is that once a scheme has been shown to be successful,

others will follow when the success of a project has been demonstrated. Replication is the key word, as it was at police headquarters in Sheffield where an automatic lighting system in South Yorkshire was installed

and the risk has been taken out of any new investment. "It's just a question of getting that message across," says Mr Curry.

Maurice Samuelson

State scheme paying off

IF SEEING is believing there is a good chance that the Government's attempts to encourage industry to make energy savings will at least partly succeed.

Not everyone believes that enough is being spent on energy conservation, but Government support has already made an impact.

Take the case of Staffordshire teapot and giftware manufacturer James Sadler and Sons. More than 18 months ago, the company replaced a 47-year-old tunnel kiln producing biscuit earthenware with a £225,000 single-layer fast-firing tunnel kiln.

Energy savings have been more than 80 per cent, producing a 4.4-year payback period on energy savings alone.

There have been other benefits, too, from direct labour savings and reduced working-in-progress, which have further reduced the payback period.

Since then more than 200 visitors have travelled to Stoke-on-Trent to witness the change, for Mr Sadler is chairman of the Select Committee on Energy, supported by the Energy Conservation Demonstration Projects Scheme (ECDPS) which began in 1978.

Run on behalf of the Government's Energy Efficiency Office by the Energy Technology Support Unit at Harwell, the scheme offers grants of up to 25 per cent to the initial customers of novel energy-saving projects.

In return, the company and the equipment manufacturer both agree that an independent assessment of the project results be made for distribution to others, including rivals, who could also benefit.

By this process, it is hoped, others will follow when the success of a project has been demonstrated. Replication is the key word, as it was at police headquarters in Sheffield where an automatic lighting system in South Yorkshire was installed

after a similar scheme by Bradford Metropolitan Council.

Although senior police officers were hardly enamoured with the idea (they thought the control switches might look like Christmas decorations) the system has saved £10,000 in the last 12 months to pay back the cost of the equipment installed.

Mr Ken Curry, the Energy Technology Support Unit's programme manager, says there have already been more than 2,000 such replicates.

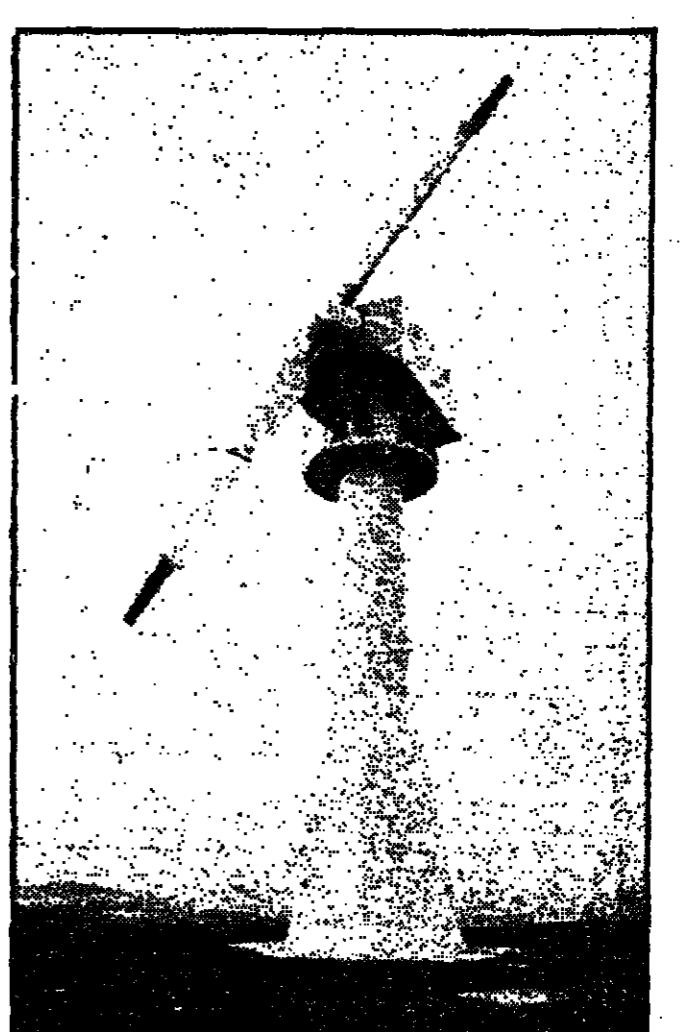
His objective is to achieve

annual savings of £5 per unit for every £1 put in. So far the cost of the scheme has been about £60m. But critics, including the Select Committee on Energy, argue that not enough is being spent on cutting the demand for energy, compared with what is spent on research and development elsewhere—especially in nuclear research.

In Mr Curry's view, money has not been a problem. Companies have not exactly been clamouring at Harwell's door in order to qualify for grants, he says.

"We have not been inundated with proposals for new projects," he admits. "Part of the problem has been the shortage of capital in industry and the economic environment which has made companies unwilling to invest in relatively long-term projects."

The industries in which some of the largest energy savings can be made—glass, pottery, steel, paper and board, and textiles—are also those in which



Harnessing wind energy

The Wind Energy Group's 20-metre turbine on the island of Orkney was connected to the grid last year. It is the prototype for a 60-metre diameter machine, rated at 3MW, to be built on the same site next year and capable of producing enough electricity for 2,000 homes. The group has developed a new design 25-metre generator, to be commissioned by December at Ilfracombe, Devon, which will be the focus of an overseas sales drive.

A question for Research and Technical Directors

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Technology for Industry

United Kingdom Atomic Energy Authority

Energy Management 3

Trade group grows

AMONG THE companies which try to pick up business in the wake of Mr Peter Walker's breakfast-time pep talk about energy conservation, are the 57 members of the Energy Systems Trade Association (ESTA).

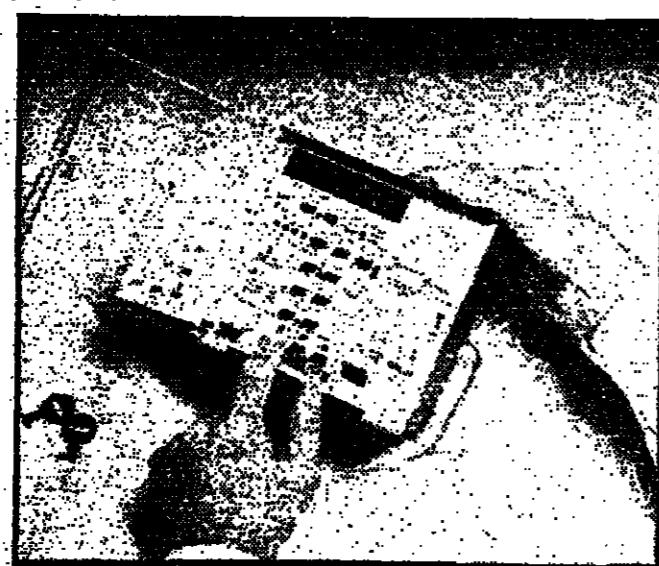
These are among the most highly specialised energy efficiency companies in the sense that this is their principal business and they are not merely trying to use energy efficiency as a subsidiary selling point for their product or service.

They are mostly smallish companies in a sunrise industry which until two years ago did not have its own trade association.

It was the need for such a body which prompted Dr Glenn Brooks, then a scientist at the Government's Energy Technology Support Unit, Harwell, to suggest the formation of ESTA with himself as director.

Dr Brooks recalls that from an initial eight members, ESTA has now grown to its present size and says it finds itself in a continually expanding market covering five main sectors. They are:

• Heat recovery systems for industry/commerce. ESTA



A lighting control unit. Equipment like this is being produced by an increasing number of companies in what amounts to a new industry.

members are said to have 60 per cent of the market currently valued at £10m a year but which, according to some estimates, is potentially worth £5bn a year.

• Building energy management systems, a £25m a year market, 25 per cent of which is in ESTA members' hands and growing at 50-100 per cent a year;

• Incinerators for heat recovery, a mature market worth about £12m a year, of which ESTA companies have about 35 per cent;

• Heat and energy management companies, currently an £85m a year business of which 90 per cent is thought

M.S.

WITHIN THE last 10 years of energy-awareness there has emerged a band of hopefuls dedicated to convincing industry, commerce, and local government that their recommendations for spending on equipment and services may not increase productivity one iota. Neither will the equipment deliver a single item of goods.

But the effective energy management this disparate group of in-house managers, consultants and energy services suppliers is trying to promote could knock a hefty lump from one of the largest items a finance director could wish off his balance sheet — fuel costs.

The problem for the hapless energy manager is that one of the fastest routes to giving a company that leaner, more efficient look often appears to be longer. Making money without turnover needs time and effort.

Perhaps it is this image of "invisble earnings" that has endeared energy management to its practitioners more closely to the heart of commerce than to the affections of the more rough-shod world of industry.

The association also includes several energy management consultants, whose services are mainly limited to energy surveys and audits.

M.S.

If we assume that an energy manager in commerce does not have available a computer packaged audit system to measure energy consumption throughout a building, it is reasonably certain that he will have to call in a consultant to assess the heat load of the building, whether heat is being produced in the most efficient way possible (if the fuel is oil, it probably isn't), and how the various services can be most effectively controlled.

When the time arrives to reconsider services in the building, an energy manager then has to take on the role of odd job man.

It is difficult to identify the role of an energy manager other than as cost cutter, because the engineering services under his control are so broadly based.

They will include the "plumbing" tasks of heating, ventilation and air conditioning (how ever sophisticated the level of environmental engineering involved, most building services are distinctly short of glamour); electrical engineering, especially in establishing a system of low energy lighting with perhaps computer control of use of lighting (which often accounts for 40 per cent of a building's fuel bill); and a certain amount of computing expertise if these services, as well as alarm and surveillance services, are supervised through offices of Debenham, an offshoot of Debenhams.

who requires a more specialised knowledge of energy-consuming plant (and therefore a more diverse range of engineering skills than his commercial counterpart possesses). In an environment that almost certainly begins increased fuel efficiency, the task of the industrial energy manager can be largely an up-hill struggle.

Suppose a process energy manager has reckoned and recommended cost-saving measures that might save his company 20 per cent on his fuel bill. The task of taking the argument to the point of action is frequently the toughest part of the exercise.

Management in industry is still convinced that internal investment capital is best spent on increased turnover, even though in both the long and short term the cost of higher throughput is likely to be greater and to have a lesser impact on profitability. Few, though thriving, are the

companies who have recognised that an effective programme devised by an energy manager can help finance more tangible expansion.

The status of energy managers in manufacturing and process industry may frequently be in question. But there is little doubt about the poor showing of energy management in local government. A recent report from Leeds University, published by the Association for the Conservation of Energy, the lobby for energy efficiency supply companies, shows that less than 20 per cent of local councils in the UK have designated an energy manager.

Although there are notable exceptions, particularly in London Borough of Hackney, these councils see the task of promoting more efficient use of fuel as their territories, even councils with high rent and service bills brought on by disastrously inefficient district heating schemes designed in the days of cheap oil.

None the less, energy managers in more enlightened areas of local government are taking on the task of insulating and weatherproofing local housing stock that would otherwise deteriorate rapidly.

Within the last year or two, several groups of proponents of energy management have decided that the steps to effective fuel efficiency are too many. Better, they suggest to bring functions such as energy

auditing, selection of equipment, and, perhaps most convincing of all, the tasks in setting up an energy management scheme, foolproof financing under one umbrella.

These energy management bureaux, or in a slightly different guise, third party finance companies, have in common a service that involves choosing plant and equipment that will more-or-less ensure fuel savings, and offering the money to pay for capital items. These companies in effect take on much of the power of decision that the customer company's board might otherwise have to apply, and they have a more practised understanding of pay-back periods. (A bureaux's income is an agreed share of the savings on fuel costs after a customer's energy services have been revamped.)

The progress of bureaux and third party financing companies is at an early stage. And their list of clients not unexpectedly leans closer to commerce than to the more specialised and more broadly-based requirements of industry.

If these organisations achieve anything close to the success of their older American siblings, there is every reason to suppose that a large slice of energy efficiency practice will emerge as a service industry rather than a group of individuals battling for status.

Chris Cunningham is editor of "Energy Manager."

Gaining control of the bills

Equipment

PATRICK COYNE

SUPPOSE THAT a steel works is running an arc furnace at full tilt and carries on at this level into a period of peak load on the electricity board's demand schedule. And suppose, just to make sure that there are absolutely no complaints about heating level in its offices, a company turns up its thermostats a notch or two whenever the temperature drops outside.

The results of these two cases will be a swingeing penalty on the steel works' electricity bill, and a fuel bill maybe 5 or 10 per cent higher than it need be for the offices.

The lesson is that, no matter how sophisticated and efficient the equipment that consumes energy, opportunities for saving are limited if the level, and often the timing, of consumption of fuel is not tightly controlled.

The need to take control of energy consumption away from human interference, wherever possible, and to closely monitor any site in a factory or offices where there is extra load on a company's fuel bill, coupled with advances in microelectronics and computer technology, has given rise to an industry based on energy management systems.

Energy management systems have developed in the light of progress in telecommunications technology. Even some of the standard ring modulations reflect ideas in short-range data communications. And like data communications, the configurations available are as large in number as the applications.

Functions

A "standard" configuration might involve a controller station programmed with "setpoint" data about various sites around a factory or sites of offices. Among the lower priced units there will be options for controllers, typically used for setpoints, heating and cooling, and complex linked operation in a heating system. Robertshaw of America's STS Energy Controller, and Sensors of Port Glasgow's Fase Control, include among their functions duty cycling, optimum start and stop, control, and demand limiting for electrical load.

In turn, these "intelligent controllers" might be configured as computations for a central control. Such a "distributed intelligence" system might leave all the controlling of dimmers, valves, and the like to hardware scattered about one or several buildings. The controllers, meanwhile, feed information back to a central supervisor station, perhaps in a control room.

Although a supervisor station may not take a direct role in controlling plant, its software will allow a human supervisor to build up a picture of what is happening at various remote sites (there is normally carried via a standard ST50 telephone connection). The 450C supervisor from Trend of Crawley is a recent instance of this type of system. It is implemented on a Hewlett-Packard desk-top computer and presents data as colour graphics.

Distributed or stand-alone energy management units are generally configured to switch

The gas people—investing in tomorrow's world today

Gas is today's most popular fuel in British homes—and a powerful and growing force in industry, too.

In fact, gas already supplies over a third of all the heat used by British industry.

As this proportion grows, the nation will benefit increasingly from the investment the gas people have been and are making on behalf of their customers in developing and encouraging more efficient ways to use this premium fuel.

NEW PROCESS PUTS WASTE HEAT TO WORK

All high-temperature industrial processes produce waste heat.

For instance, in some forging furnaces over 70 per cent of the heat is wasted.

So the gas people have developed ways of putting this waste heat to use—notably by employing it to preheat the air in which the gas will burn, or to heat materials to be worked before they enter the furnace.

In this way, reduced fuel demands can create very valuable savings—40 per cent or more in many cases.

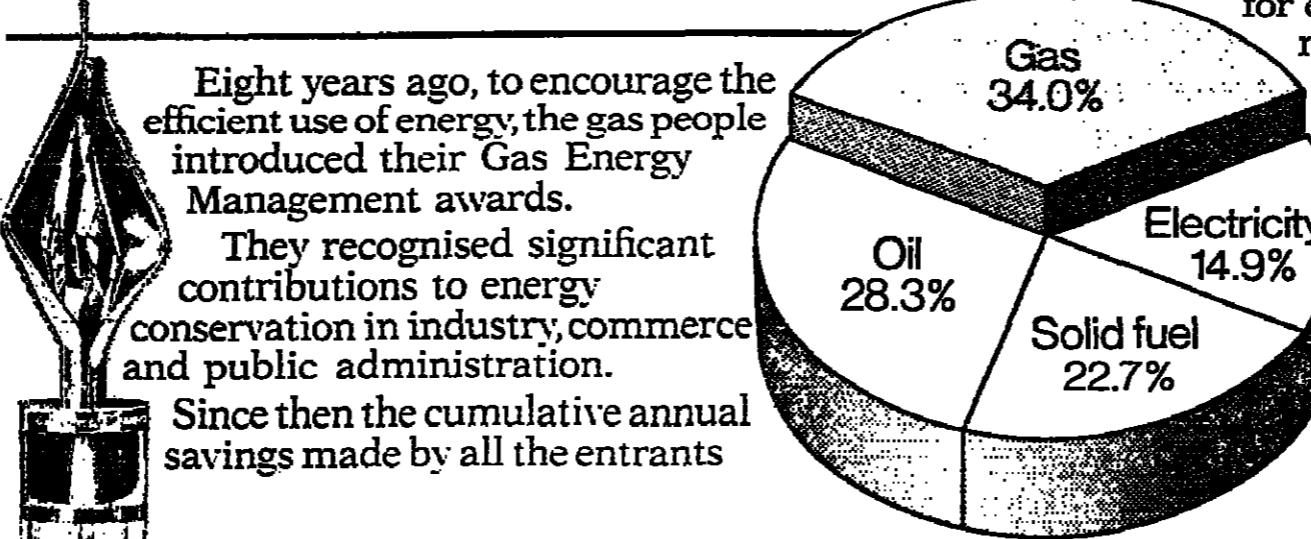
The latest and most efficient application of this principle by the gas people is a regenerative ceramic burner which offers even greater fuel savings, since it is capable of using virtually all the heat that would otherwise be wasted.

THE COMPETITION EVERYBODY WINS

Eight years ago, to encourage the efficient use of energy, the gas people introduced their Gas Energy Management awards.

They recognised significant contributions to energy conservation in industry, commerce and public administration.

Since then the cumulative annual savings made by all the entrants



amount to over 100 million therms, enough gas for a fair-sized city.

In this competition, every entrant is a winner—and the nation wins too.

MORE INDUSTRIES TURN TO GAS

According to provisional Government figures for UK energy consumption in 1983 gas increased its share of the industrial market, even though industrial gas consumption fell by 0.3 per cent.

But industry still spent over £1,300 million on gas.

So it is good news, for our customers, and industry's, that business men are making more efficient use of gas—spurred on by the Department of Energy's Energy Efficiency Office.

In industry and commerce, the emphasis today is on the more efficient use of fuel and power for greater profit.

The gas people are at the forefront of this trend, through their multi-million pound R and D programme and the technical consultancy services they provide to industrial and commercial customers.

New developments in the more efficient use of gas not only provide obvious benefits in the form of fuel costs savings, but also bring increased opportunities for employment—by making British industry more efficient.

They provide export opportunities and much business in home markets for those companies which are collaborating with British Gas in the development and introduction of the new technologies.

So investment by the gas people on behalf of their customers is paying off in a whole variety of ways—to the nation's benefit.

Britain's got a wonderfuel future!

Gas

Patrick Coyne is Managing Editor of Energy Manager magazine.

Energy Management 4

David Churchill looks at various ways in which industry and the retail trade are cutting heating and lighting costs

Sharing ideas and techniques

Industry

BRITISH INDUSTRY has reacted in various ways—and at varying speeds—to the increasing economic pressures of the past decade for more efficient use of energy. Many individual companies—especially those in areas of high energy use, have for many years forged ahead with their own energy saving techniques, moving on from simple "good housekeeping" measures to embrace substantial investment in new technology.

However, the size of potential energy savings on a national basis—industry and commerce are estimated to have spent almost £10bn on energy costs last year—has accelerated the bringing together of individual ideas and techniques for application on an industry-wide basis.

Accelerate

How are the major industrial sectors seeking to improve their energy efficiency?

BREWING: The brewing industry was one of the first to embrace greater energy efficiency. A fuel use survey in 1977, for example, revealed that some breweries were using three times as much energy as others to produce the same quantity of beer.

Consequently, the sector launched its own energy saving campaign in 1978 and, by the end of 1982, had already shown savings of 16.5 per cent in its specific energy consumption by breweries. Overall, the brewing industry has cut energy consumption by 23.5 per cent between 1976 and 1982.

However, the brewing industry sees energy saving as

a long-term project. Mr Charles Tidbury, chairman of the Brewers' Society, emphasises it is "a constant campaign to ensure efficient practices are maintained." He adds that the next major area for energy savings will be in public houses: "Recent estimates by a number of companies indicate that their public houses consume as much energy as their breweries," he says.

FOOD PROCESSING: The food processing industries are collectively among the largest consumers of energy in the UK, accounting for about 9 per cent of energy consumed by industry.

The example of the way in which technology is helping to save energy in this sector is shown by Associated British Malsters. Kilns are used in maltings to dry malted barley and to help germination and account for about 90 per cent of the fuel and 40 per cent of the electricity used in a malting.

Two kilns at ABM's Louth maltings were fitted with a waste heat recovery system incorporating a run-around coil and a gas engine-driven heat pump. A microprocessor controller was also installed to control automatically kiln air flow and temperature. Annual savings in gas consumption of 400,000 therms were achieved through this system.

STEEL: The steel and steel industry accounts for some 18 per cent of all energy consumed by industry. Energy currently represents about 40 per cent of the total production costs of semi-finished steel, a rise in value in recent years arising from the significant reductions in manning levels in the industry.

Reheating steel for rolling, for example, is an energy-intensive process which is often carried out in continuous reheating furnaces. At the Tip-

ton works of the Dudley Port Rolling Mills, the installation of recuperative burners on a continuous reheating pusher furnace substantially improved the energy efficiency of the furnace. The size of the savings encouraged the company to convert two other furnaces in the same way.

SCOPE

If similar measures were repeated throughout the UK steel industry, total energy savings equivalent to about 75,000 tonnes of coal could be achieved annually.

The longer term scope for energy savings within the steel sector are estimated at potentially saving a fifth of current energy consumption. Some 5 per cent of savings could come from raw material and manufacturing process changes, such as the extensive use of high grade foreign ore and the continuing introduction of continuous casting.

Technology improvements could make 10 per cent saving, while further "good housekeeping" measures could save another 5 per cent of energy consumption.

GLASS: About 80 per cent of the energy used in glass making goes on melting the raw materials to make glass, which is then formed into various products. The major opportunities for energy savings are in waste heat recovery and insulation in the melting process.

However, large energy savings from the recovery of waste heat are somewhat speculative at present, particularly those associated with regenerative burners and waste heat boilers.

Improvements to the melting process largely centre around the use of all-electric or mixed melters. The crystal sector in particular could benefit from all-electric melting.

Another area which could produce major energy savings is to reduce the amount of glass

which has to be returned for remelting, currently about 15 per cent for all containers.

CHEMICALS: The chemicals industry is a large consumer of energy, also producing much process heat, often at high temperatures. During the 1970s, the energy consumption per unit output within the chemical industry was reduced by about 20 per cent. In general, this is achieved by the adoption of improved energy management and good housekeeping measures as well as the replacement of older, less energy-efficient plant.

The effect of the recession with a resulting worldwide overcapacity, reduced profitability and cash flow in the sector. Although there are now signs of an improvement, there is still little or no scope for constructing new energy-efficient plant. Energy conservation is seen as an attractive means of improving profitability but the industry generally demands payback periods of 18 to 24 months or less.

TEXTILES: In textile manufacturing, the cost of energy is about 10 per cent of the total turnover value. The main obstacle to improved energy consumption in the industry is the uncertain return on capital from investment in energy saving projects.

Opportunities for saving energy lie mainly in the wet processing of textile preparation, finishing and in the wool and worsted sectors. For example, a reduction of 40 per cent in the energy consumed in wet processing could be achieved by using existing technology.

"A comprehensive review of energy saving in many industrial areas can be found in a new Government booklet published recently. Called the "Energy Efficiency Demonstration Scheme," it is available from the HMSO at price £3.25.

While in the absolute sense gas is still the cheap fuel, the Electricity Supply Industry (ESI) must resort to carefully worded "energy efficient" packages—such as "Economy 7," to attract business. In the long run, however, the ESI realises that time—and geology—will work in its favour. Britain's North Sea gas will not last for ever.

The Economy 7 tariff, where the customer's storage heater receives its electricity short for seven hours during the night, is the means by which the ESI passes on to its customers the economies which are gained by running power stations 24 hours a day. Arguably however, the customer is not himself more energy-efficient, but is simply being "paid" an inducement to justify a strategy of round-the-clock operation of power stations.

Battle to be cheapest supplier

The Utilities

DOMINIC LAWSON

AT FIRST flush the idea of major utilities lending their considerable corporate weight to the concept of energy efficiency is illogical. After all, if you are in the business of selling watts or therms, surely you must want to sell as many as possible?

But the gas and electricity utilities have recognised that the energy market as a whole in this country is virtually static. Their aim must be to take an increased share of that very mature market.

On the other hand, power stations can be built to reject heat at a higher and economically useful temperature with a small reduction in electricity generation in steam power plant but at significant initial costs.

Combined heat and power (CHP) first became a major talking point after the first oil crisis. A decade later its supporters still claim that it can save more energy than any alternative technology, protect the environment, reduce the need for nuclear power generation, save money on Britain's balance of payments, and create jobs.

While community heating by CHP now supplies about 40 per cent of the nation's heating

needs in Denmark, 25 per cent in Sweden, 8 per cent in West Germany and 30 per cent in Finland, there have been few developments in the UK and there are no major schemes in prospect.

In contrast to the active support given by governments in a number of other countries, in the UK Government policy over the years has been vaguely neutral, providing sufficient subsidies, for example, to have initial costs of about £350m.

Whether the initial costs are economic or not depends largely on the present and future price of alternative fuels as well as future energy needs. On this score, one barrier to CHP development has been competition from natural gas, which has always presented a cheaper option.

CHP enthusiasts argue, however, that recent developments—including the proposed Sleipner gas deal with Norway—show that gas will not always remain such an attractive alternative to solid fuels, oil and nuclear energy, all of which can be used in CHP plants.

The Atkins report concluded that the real rate of return to the investor in most of the potential schemes would be just above 5 per cent—enough to satisfy profitability criteria in the public sector but inadequate in the private sector.

The Government has made it clear that it expects a large private enterprise input. For example, its financial offer is conditional on there being "substantial" private sector involvement in the consortia.

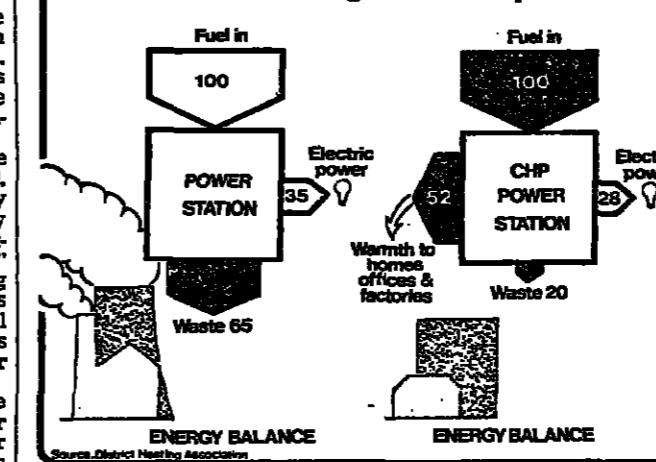
Mr William Orchard, chairman of the Combined Heat and Power Association, thinks that the Government should at least put CHP on a fair footing with other energy options.

"If the Government is really serious about private sector investment in CHP it should require that Stewiell should be funded by a private sector consortium," he says.

Mr Orchard describes the Government's £750m offer to the industry as "paltry" compared with the £21m of Government investment in the search for geothermal energy, the £380m paid to supplement heating bills, and the £21bn which it originally approved for the purchase of gas from Norway's Sleipner field.

He wants the Government to undertake a full macroeconomic analysis of all the energy options, looking at the effects on employment, the balance of payments and the environment.

CHP and Existing Plant Compared



Benefits for industry but not at home

Contribution

A more genuine contribution to absolute energy efficiency is the implementation of Electricity Council specifications for new housing starts. Since 1977, 50,000 homes have been built to Electricity Council specifications, and these use about 30 per cent less heating energy, on average, than pre-1982 Building Regulation houses.

Marks energy savings have been achieved in four main ways: an energy audit; good housekeeping; improved efficiency of existing plant; and technical innovations.

The energy audit shows that 80 per cent of energy is spent on electricity and 20 per cent on gas.

Of the electrical costs, some 26 per cent in 1982 goes on sales floor lighting (compared with 40 per cent in 1972), while 42 per cent (compared with 29 per cent) now goes on food refrigeration. This reflects the greater proportion of shop space given to chilled and frozen foods over the past decade.

The energy cost of sales lighting, for example, was cut by simply reducing the lighting level from 1000 lux to 500 lux. There was no effect on sales, therefore, this cost nothing to Marks and saved more than £500,000 at 1974 electricity prices.

In addition to these savings, Marks also introduced more efficient light sources developed by Thorne and Phillips.

Another move was to embrace energy efficiency with some zeal. Tesco, the supermarket chain, spent £21m last year on energy, a bill only surpassed by labour costs, but this was some £2.25m lower than it might otherwise have been with the greater energy efficiency achieved over the past decade.

One key way that Tesco has found to save money is simply by reducing every energy bill. It frequently happens that although Tesco close a store and move out of a property, the electricity and gas boards continue to bill Tesco, and base those bills on the store still trading.

Another service sector which has embraced energy efficiency is hotels. The Ladbrooke Hotels group, for example, has installed a computer-based energy saving system in 15 hotels. Each hotel has been fitted with energy control and monitoring units which can report to and receive commands from a central unit in London.

Ladbrooke expects the system to reduce energy consumption,

THE HEAT pump market in the UK is still relatively small when compared to those of countries such as Sweden and West Germany.

Heat pumps are widely used in Sweden, for example, because of the large number of district heating schemes, a political decision to avoid nuclear power and the country's lack of indigenous oil and coal supplies.

Britain's heat pump manufacturers enjoy no such market advantages and are faced with a greater abundance of natural energy reserves.

The technology of electric heat pumps has been well established for many years. In principle, they work like a refrigerator, extracting low-grade heat and pumping it through a coil inside the compartment.

Compression raises the refrigerator's pressure and its temperature. Then, as the refrigerator passes through a second coil at the back of the refrigerator, the heat is given up to the air, the refrigerator condenses, moves back to the inside coil and the process starts over again.

The equipment required for an electric heat pump is simple. With an electrically-driven compressor to force gas through the system, there is a coil to heat from surrounding air, liquids or the ground, depending on the design. They can turn this into space or water heating for example.

Competitive

Companies are also developing gas heat pumps for large installations.

The limited success of heat pumps in the UK means only about 2,000 systems have been installed for water heating in British homes. Manufacturers, including Eastwood Heating Developments, in Mansfield, have developed systems capable of giving out 10kW to 20kW heat and these tend to be competitive with oil-fired systems in large dwellings.

British Gas has now published three editions of "British Gas Directory of Energy Saving Equipment," which is aimed at the Department of Energy. The Government is preparing a system of labelling domestic appliances according to their running costs, to help reduce energy consumption.

benefits of installing a domestic system dubious.

Most heat pumps are air-to-water types in that they take heat from outside air and turn it into hot water. These have the advantage that they can be connected quite easily to domestic central heating systems.

Competing in this market are at least 40 suppliers and manufacturers from the UK, Denmark, West Germany, France, Japan, Italy and the Netherlands.

Reputable UK suppliers include Andrew Engineering, Trace Heat Pumps, Siemens, the York Division of Borg Warner, Toshiba and Calorix.

Demonstrate

Domestic heat pumps are more prevalent in West Germany and France though these markets have suffered recently.

Industrial and commercial applications are likely to grow more quickly than domestic ones, within the UK however, and for these sectors, the Department of Energy, through the Energy Technology Support Unit at Risley, is running the Energy Efficiency Demonstration Scheme. There are numerous demonstration projects, many involving heat pumps, which will show any savings in energy use.

The projects range from installations in swimming pools, homes for the elderly, hotels and hospitals to industrial applications. For example, York, a heat pump company based in Basildon, Essex, has installed a system in a swimming pool at Galashiels in Scotland. This is a gas-fired system and the company is assessing the technical risks such as vibration and how to eliminate them.

It is in the swimming pool market where heat pumps have made most progress in the UK. Denco, based in Hereford, has installed gas-driven heat pumps and another is on trial at Latchmere Leisure Pool in Wandsworth, south-west London.

Heat pumps are now installed between 10 to 20 per cent of all such buildings in Britain. Swimming pool installations are relatively easy to justify economically since there is a fairly constant demand for heat as air around the pool is changed constantly to keep humidity at an acceptable level.

In other buildings, this is not the case. Demand for space heating is seasonal and the economics therefore more uncertain. Home heating using heat pumps is likely to be limited for some time to come.

In large office and communal buildings, heat pumps can be an alternative to oil-fired boilers. Denco, for example, has installed a gas heat pump system in an elderly people's home in Oxford.

Another heat pump in use is that at sweet manufacturer Smith Kefford. It has saved 80 per cent of energy cost, giving a payback for the system in only 14 months. Smith Kefford, based in Bridgwater, has trebled its output of pastilles and Jellies. Jelly product lines are now taking only 12 to 20 hours to dry instead of two to three days.

In the textile industry, Witex hopes to save 16,000 tonnes of coal by the gas engine driven heat pumps in its textile finishing works. Paper yarn makers like Somic in Preston installed heat pump humidifiers several years ago. It reduced its energy costs by two thirds and the investment paid for itself within a year.

Generally the introduction of heat pumps is slow as this technology is competing with several other ways of using energy efficiently. But the opportunities and the savings are there.

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Energy Management 5



Uppsala, where the waste incinerator provides electricity for the national grid as well as the town's entire summer needs

Necessity puts Sweden at the forefront

Waste-derived fuel

MAURICE SAMUELSON

ENERGY EFFICIENCY appears to be most developed in industrialised countries with the least fuel resources of their own. In Sweden, lack of indigenous fossil fuels as well as a national tendency towards tidiness and hygiene, have focused attention on the suitability of burning refuse instead of conventional fuels.

Another incentive for large-scale incineration of waste is that Sweden is very short of landfill sites — less than a third of the country's refuse is disposed of in this way.

As in other Scandinavian countries, most cities of Sweden have district heating systems, an increasing number of which are heated with waste burned in large incinerators.

According to Mr. Gustaf Sundstrom, a designer of several major incineration schemes, between 70 per cent and 75 per cent of the country's refuse could be used as fuel by 1990, bringing Sweden into line with Denmark which already incinerates 75 per cent of its refuse.

A recent tour of three cities — Malmö, Linköping and Uppsala — revealed the progress Sweden is making towards this goal.

At Malmö, on Sweden's south-west coast, a large proportion of the heat in the city's district heating grid now comes from a refuse incinerator which consumes 180,000 tonnes a year, collected from a 3,000 square kilometre area with a population of 500,000.

Although Malmö's district heating scheme was established about 25 years ago, it was originally fired by oil. Now a quarter of the city's hot water is piped underground to 85 per cent of the city's dwellings heated by the "Sysav" waste incinerator, which helps to replace 40,000 tonnes of fuel oil a year.

Gases

One of the costliest parts of the plant, accounting for 15 per cent of the investment, was the equipment to remove chloride from the waste gases. Even so, the initial investment was repaid by 1981.

In contrast with the Malmö incinerator, which is owned jointly with the suppliers of the waste, Linköping's is owned entirely by the municipality.

The city, headquarters of Sweden's SAAB aircraft and motor combine, has had a district heating net since 1957. Previously heated from an old power station in the city centre, it distributes heat to 90 per cent of the city's 35,000 households.

A new plant has been built on the outskirts of Linköping which will burn 300,000 tonnes of refuse a year, delivered from up to 100 km away.

Linköping buys about 100 lorry loads of refuse a day for about £1.15 a tonne and shares the cost of transporting it with the municipalities which collect it.

During mid-summer, while two of the boilers are being

serviced, waste deliveries are suspended and a third boiler is run on chippings from forest waste which are prepared in the plant's own mill.

Before the present plant was built, oil provided 95 per cent of the city's district heating needs. By 1986, 35 per cent of the heating will be provided by incinerated waste; wood chips will provide 29 per cent; imported coal 23 per cent; and oil only 3.7 per cent.

The plant, employing 50 people, has been running continuously since 1976, and cost £12m to build (at 1983 prices). Its income comes from sales of heat to the Malmö district heating grid, for which it receives £9 for every Megawatt of heat supplied.

Run by the municipally-owned UKAB (Uppsala Kraftvärm AB), the plant was built in the early 1980s and initially ran on oil. Work on the incinerator began in 1985 and in 1987 a back pressure turbine was added to supply Combined Heat and Power (CHP).

Of the 250,000 tonnes of refuse a year which are burned in the plant, some 100,000 tonnes comes from Stockholm, the Swedish capital 70 km away.

Stockholm itself originally hoped to solve its waste disposal problems by sorting it and recycling its components in other ways.

However, having built a £25m recycling plant, it still found that it had a big waste disposal problem on its hands, and sells it to the UKAB incinerator for £4 a tonne. Stockholm has subsequently built two CHP stations of its own, which help to burn some of the refuse it does not sell to Uppsala.

Meanwhile, with UKAB's appetite for fuel outstripping its supplies of waste, the Uppsala plant is being fitted with new turbine-generators to be fuelled by coal and peat. The coal will be imported and the peat will be brought from Swedish bogs some 400 km away.

Practical ideas from a book

Practical ideas from a book

THE CONSERVATION movement in Britain has progressed from preaching about the morality of saving energy to putting it into practice, with the prospect of rich commercial rewards.

Typical of this change is a booklet, "101 Ways to Improve Energy Efficiency". It typifies the partnership which the Department of Energy is trying to forge with the private sector in advancing the cause of energy efficiency.

Mr Peter Heslop, author of the 128-page booklet, is the editor of the Government's Energy Management Newsletter.

It is published by Energy Publications, a private publishing house which has carved out a niche for itself with practical books about energy markets and applications.

In partnership with the British Gas Corporation, it has produced a directory of energy-saving equipment, a biennial publication of which three editions have so far appeared.

Other recent books are an Energy Managers' Workbook and Energy Management Systems in Buildings.

The Heslop book is both simpler and more ambitious than either of these two somewhat specialised publications.

The author describes it as a brief compendium of ideas to help the plant engineer or energy manager.

It does not intend to be comprehensive but rather a selection of useful ideas taken up by British industry, commerce and public administration. Each idea is expressed with pithy brevity and supported by a short case study.

The ideas, divided into five broad sections, progress from

Principles of management

MAURICE SAMUELSON

the general towards the specific.

The fourth section, dealing with process economy and heat recovery, concentrates by definition on industrial situations, but the others apply to commercial and public sector organisations. Picking out ways of saving energy by better housekeeping, improved lighting and heating.

The sheer multiplicity of case histories bears testimony to the widespread awareness of the need to cut energy bills as well as the inventiveness which this is stimulating.

Some of the steps which have been taken are disarmingly simple: Terry's of York, the chocolate manufacturer, is saving £300 a year merely by cutting the temperature of its plant's hot water system by 10 degrees Fahrenheit to 170 degrees.

At a primary school's open air swimming pool, heating costs were halved by covering the surface of the water with a translucent floating plastic cover, thus retaining the pool's solar heat.

More complicated measures involve the use of heat exchangers, heat wheels, recuperators, recovery of flash steam, and use of heat from power turbines for process work.

Recognition that energy saving technology is still rapidly developing is acknowledged in the book's final section, which points to improvements which may involve heavy investment.

They include the use of aerial infra-red surveys to measure heat loss; simulating energy use on a computer to identify wastage; the increasing use of fluidised bed combustion technology; or solar energy; of solar heating and of combined heat and power.

Andrew Buckley, whose company published the Heslop manual, is planning several more ventures aimed, he says, at closing the gap between the user of energy and the manufacturers of energy efficiency equipment. He talks of "ciling the wheels" of information transfer between the equipment industry and the energy consumer.

His plans closely harmonise with what he sees as the Government's switch of emphasis from subsidising actual conservation projects to supplying more helpful information for energy managers and the general public.

It is a role also being carried out by other private sector interests, notably the lively monthly magazine "Energy Manager" which provides wide-ranging and often critical coverage of the whole energy scene.

101 Ways to Improve Energy Efficiency, by Peter Heslop: £9.50; Energy Management Systems in Buildings, by Philip Gardner, £15; Energy Manager's Workbook, £13.50; all published by Energy Publications, PO Box 147, Newmarket CB7 5AL.

Energy Manager (monthly), Century House, Tanner Street, London SE1.

Close eye on the oil market

National policies

MAURICE SAMUELSON

"LONG-TERM prospects for meeting energy requirements and maintaining energy security are now better than at any time since 1973. There has been a substantial improvement in the efficiency with which energy is used in most IEA countries. It would, however, be premature to conclude that there can be a relaxation of efforts." — International Energy Agency, July 1984.

This semi-comforting statement appears in the annual review of energy policies of the members of the International Energy Agency, the Paris-based body set up to coordinate the response of industrialised non-Communist countries to the 1974 oil price explosions.

The latest report forecasts that the oil market should remain soft through the later 1980s and that big oil price rises are unlikely unless there is a big supply shortage. But it warns that because of declining oil output in the industrialised nations the oil market could become tight beyond 1990.

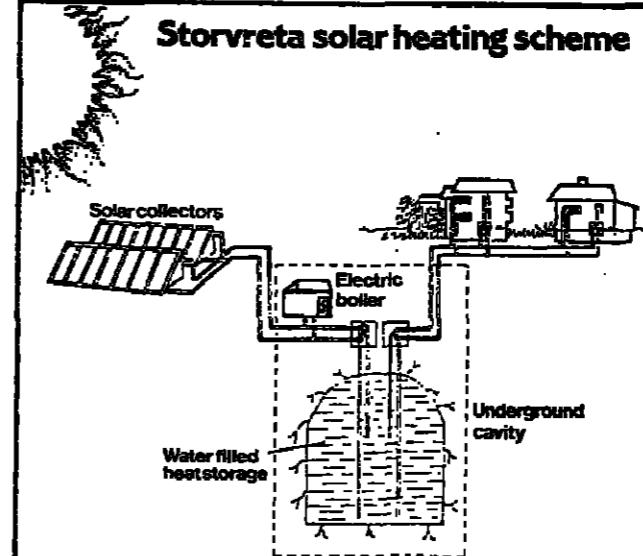
The downward revision of the IEA's estimates of demand for oil from the Organisation of Petroleum Exporting Countries (Opec) partly reflects the success of IEA countries' conservation measures and the switch from oil to other fuels.

An important index of conservation efforts is energy intensity—the ratio between oil demand and unit of output—which in IEA countries as a whole has fallen by 30.4 per cent between 1973 and 1983.

Besides its global survey of the energy markets, the IEA charts the progress towards energy efficiency of its 21 member States and highlights both the similarities and the differences in their individual approaches.

By 1983, the report says, IEA countries considered oil and energy problems to be less urgent than in the past. There were fewer applications for Government aid under retrofit and oil conversion programmes and car buyers were moving back towards larger and more powerful vehicles in many countries, especially the U.S.

The trend is likely to be reinforced in some countries by



A project to test solar heating in a larger residential area is being undertaken in Sweden by the UKAB, Uppsala's district heating authority. A development of 550 homes being built at Storvreta will use a system involving solar collectors to heat a 100,000m³ underground water storage cavity so that heat can be supplied via the district network during the winter months as well as the summer.

reductions in Government budgets for energy efficiency and oil substitution investments. Among the more important budget cuts, the report listed:

- The Australian Government's decision to terminate subsidies for industrial conversion from oil and LPG to non-oil energy sources;

• Denmark's termination of a programme of grants for industrial energy saving investments which had been available since 1979, as well as a retrofit scheme for existing homes;

• The ending in 1982 of the West German home retrofit programme which, in financial terms, had been one of the most important programmes in the IEA, and its continuation on a much more limited basis;

- The Netherlands' exclusion of owner-occupied dwellings from eligibility for financial assistance in 1982;

• The reduction in the U.S. of funding for energy conservation programmes.

In Italy, a new Bill provides incentives and other measures for conservation and fuel switching.

While the IEA comments frankly on individual countries' performances, it refrains from the kind of sharp comparisons which appeared this year in a report by the European Economic Communities Commission.

Its warmest praise was reserved for France, which has entrusted energy conservation to a strong, single semi-autonomous body. Describing the French arrangement as "the antithesis of the British example," the association says that "in Britain diffuse responsibility and a lack of political will led to a weak policy and a timid publicity profile."

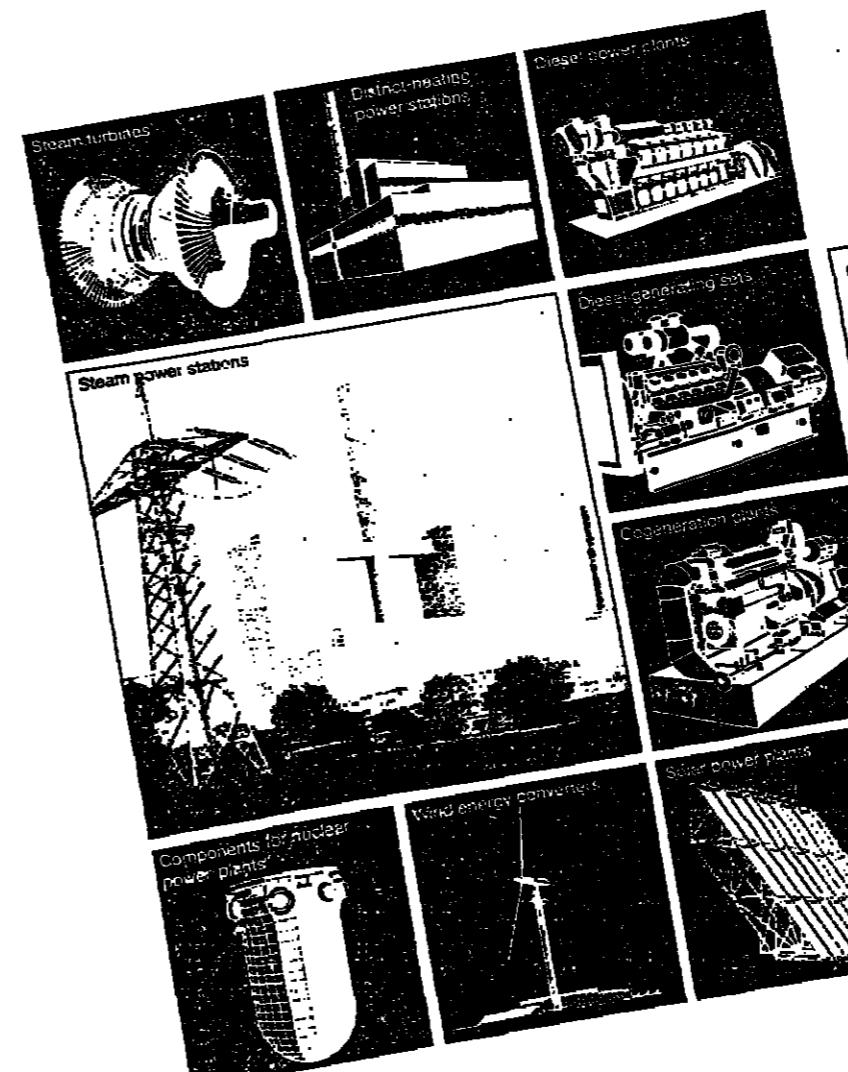
"In France, centralised responsibility... has resulted in a clear and highly visible conservation policy. This policy is leading to a level of investment in energy saving far greater than that of the UK."

"The French experience is a valuable model for other nations to learn by; it is a model of what can be achieved by clear direction and a strong will for success."

Energy Policies and Programmes of IEA Countries: 1983 Review, International Energy Agency, Paris.

Review of Member States' Energy Policies: Report to European Economic Council of Ministers, Brussels COM (84) 88. Administering Energy Saving: Evaluation of the Administration of energy conservation programmes by European Governments: Association for the Conservation of Energy, London.

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Sharp decline in funds

BRITAIN'S insulation industry is approaching this winter in a state of considerable uncertainty. That it has a huge potential market is certain. What is much less sure is in the legislative, financial and political environment in which the industry will have to work.

Industry representatives estimate that the market for improvements in energy efficiency could amount to about £500m a year. More than 80 per cent of homes in England and Wales do not come up to the standards set by building regulations for new homes.

But the fact is that, despite vigorous lip-service by Conservative politicians both in and out of office, to the idea of improving energy efficiency of homes and businesses, there has been a sharp decline in the public funds available to householders and industrialists since the Tories came to power in 1979.

And, as conservation lobbyists will readily admit, insulation is not a glamorous business; it needs support from public funds if it is to gain ground.

The only energy-saving measure in housing which receives official grant aid at present is loft insulation. Most loft insulation is now two-thirds funded by government. But as MPs pointed out in a recent Commons debate, this is not the most energy-efficient method: more heat is lost through walls and floors than through the roof.

Building regulations for new houses, though improved in 1982 with regard to roofs and walls, are still regarded as inadequate. There is no provision for floor insulation, or for thermostatic controls. The market for floor insulation is virtually non-existent.

The industry feels let down by government. According to Mr Alan Munro, director general of Eurnisol (the organisation representing four major mineral fibre manufacturers), companies were exhorted by politicians in the 1970s to boost

Insulation

ANDREW GOWERS

were both illustrated vividly earlier this year when the Welsh Office withdrew loft insulation grants as part of a squeeze on councils' capital expenditure on housing.

As one conservationist observed, that incident demonstrated the relative financial impotence of Mr Peter Walker's Energy Efficiency Office, if nothing else.

Other recent Government measures which have harmed the insulation business include:

• The halving and eventual abolition of tax allowances for capital expenditure on industrial buildings announced in this year's Budget.

• The introduction of VAT on building works. This move, which means that all energy-saving measures cost 15 per cent more since June, has been cited by opposition energy spokesmen as signs of the

Government's meanness towards insulation. But Government recalcitrance is not the only reason for the poor performance of the insulation industry in recent years. It has also had to contend with a poor public image — partly as a result of inherent dullness and partly because of controversy over individual insulation methods such as filling of wall cavities with urea-formaldehyde (UF) foam.

Manufacturers say that the doubts over UF foam have been dispelled by the introduction of more advanced technologies away from wall insulation in general. The problem was compounded by the activities of unscrupulous contractors, who got the business bad name, and the stronger appeal of less-expensive options such as double-glazing, which has been promoted highly-successfully in recent years.

However, the insulation industry is now beginning to fight back. It is heartened by Mr Walker's public sympathy for its cause, and in particular by the Government-backed Home Energy Advice and Treatment Scheme (Heat) which is currently being tried out in the Midlands.

Under the £120,000 HEAT programme — funded by the Department of Energy, the Anglia Building Fund and a number of insulation, double-glazing and energy equipment manufacturers — a qualified surveyor will be employed to carry out energy audits on houses up for sale.

Mr Walker's eventual idea is to give houses a so-called "energy-rating" along the lines of schemes in some parts of the United States. This would give prospective house-buyers an idea of the fuel bills they are likely to face.

A host of local voluntary initiatives to improve energy saving in poor people's housing is also improving morale in the industry.

But there is still an enormous way to go. Council houses, in particular,

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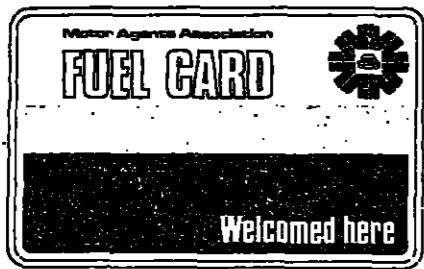
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UK COMPANY NEWS

French 'second market' trust launch in London

BOARD MEETINGS

A HIGHLY unusual investment trust, specialising in the French equivalent of Britain's USM, is being launched on the London stock market.

Brokers Rowe and Pitman and Lombard Odier Management, the UK arm of Swiss-based management of similar name, have got together to form a £3m trust for investors wanting to follow the "second market" in France. The trust is called Second Market Investment Company.

The new trust has already raised £1.5m through a share placing, largely with institutions. Bank of Scotland pension fund has a 16.8 per cent stake, as does Citibank acting as an investment manager for clients, and Standard Life Insurance.

Another significant holder is Westgate, with a 10 per cent holding. Westgate is the UK vehicle for the French insurance company Group Drouot. It is this link which Rowe and Pitman hope will enable the new trust to invest well in the French secondary market.

The placing, in Second Market amounts to 30m 5p shares at a price of 10p each. Dealings are expected to start on Thurs-

investment in France for more than a decade and has been a significant investor in the French secondary market since it was established in February 1983. To date, 62 companies have joined that market and their current total capitalisation is over FF1.14bn (£1.2bn).

The placing is in Second Market amounts to 30m 5p shares at a price of 10p each. Dealings are expected to start on Thurs-

day.

The structure of the company gives the board headroom if further 10m shares before it reaches the ceiling of its existing authorised capital. So far no firm decisions have been taken on how to expand the company in the future if demand warrants.

The article allows the board to either issue further shares or raise borrowings once the £3m is fully invested.

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Group Drouot has been involved in small company

distributions, but a better second half is expected.

The setbacks are, however, offset to some extent by better than anticipated results from the export trade finance division, which also benefited from exceptional non-recurring income of £42.73m.

The directors say that the investment in the associated company, CT Group, is proving very satisfactory and a further profit of \$80,000 was realised on the sale of bad debts.

Although further losses may occur as the exposure is reduced to a minimum, the directors are confident that the problems in the division will be resolved by the end of the year following reorganisation and management changes.

The directors explain that the commodities division has arisen through a combination of adverse market movements in edible

oils, the strength of the U.S. dollar and the effects of the EEC directive on milk production.

The same factors have affected other companies with which Wills trades and a further £288,000 profit for the first half of 1984 fell from £620,000 to £361,000, on a higher turnover of £60.31m against £42.73m.

The directors warn that the group's original budget for the year is no longer attainable but, in anticipation of achieving a much improved second half, an unchanged interim dividend of 2.5p has been declared. Last year's total payment was 8p on £610,000 taxable profits.

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The final dividend of 1.5p net per 10p share lifts the total from 2.15p to 2.45p, covered by earnings up from 4.63p to 5.42p per share.

The directors state that the company has had a reasonably good start to the current year and provided there is no major downturn in industrial activity, half year results will be "at least equal" to last year's.

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NEW HIGHER INTEREST RATES

1 MONTH NOTICE SHARE	8.75% = 9.99%
Minimum Investment £250 Interest paid monthly on balance Interest withdrawn with only 1 month's notice of demand or extension 12.50% = 14.27%	General Equivalent Rate is Basis Tax Exempt 12.50% = 14.27%
6 MONTHS NOTICE SHARE	10.00% = 10.25%
Minimum Investment £250 6 months notice for withdrawal 6 months paid on account Withdrawal without notice 12.50% = 14.40%	General Equivalent Rate is Basis Tax Exempt 12.50% = 14.40%
3 YEAR PERIOD SHARE	10.20% = 10.46%
Minimum Investment £250 3 months notice for withdrawal 3 months paid on account Withdrawal without notice 12.50% = 14.50%	General Equivalent Rate is Basis Tax Exempt 12.50% = 14.50%

Annual interest of half yearly interest is credited to the account.
Head Office: 178 London Road
Portsmouth PO2 8QH Telephone (0705) 693311
Member of The Building Societies Association and the Investors Protection Scheme.
Established 1866 Authorised by Incorporated by Trustees.

Today's Rate 11 1/4%

3i Term Deposits

Deposits of £1,000-£10,000 accepted for fixed terms of 3-10 years. Interest paid half yearly. Rates for deposits received not later than 5.10.84 are fixed for the terms shown:

Term (years)	3	4	5	6	7	8	9	10
Interest %	11.14	11.14	11.14	11.14	11.14	11.14	11.14	11.14

This advertisement complies with the requirements of the Council of The Stock Exchange.**Canadian Pacific Limited**

(Incorporated with limited liability in Canada)

U.S. \$75,000,000**Retractable Debentures due 1990/1999**

Issue price 100 per cent.

This following have agreed to subscribe or procure subscribers for the Debentures:

Orion Royal Bank Limited
Amro International Limited
Banque Bruxelles Lambert S.A.
Commerzbank Aktiengesellschaft
Credit Suisse First Boston Limited
Deutsche Bank Aktiengesellschaft
Goldman Sachs International Corp.
Morgan Guaranty Ltd
Salomon Brothers International Limited
Swiss Bank Corporation International Limited
Union Bank of Switzerland (Securities) Limited
Wood Gundy Inc.

The Debentures have been admitted to the Official List by the Council of The Stock Exchange subject only to the issue of the temporary global Debenture.The Debentures will bear interest from October 15, 1984 payable annually on October 15 of each year. The first such payment will be due on October 15, 1985. The rate of interest in respect of the Debentures up to but excluding October 15, 1990 will be 12 1/2 per cent. per annum. The Issuer shall set interest periods subsequent to October 15, 1990 with a duration of one or more whole years ending not later than October 15, 1999 and shall establish an interest rate for such subsequent interest period(s).Full particulars of the Debentures are available in the Extel Statistical Service and may be obtained during usual business hours up to and including October 15, 1984 from:Orion Royal Bank Limited
1 London Wall
London EC2Y 5JX
October 1, 1984R. Nivison & Co.
25 Austin Friars
London EC2N 2JB**Record profits — bright prospects for the future**

Results for the half-year to 30th June, 1984

**PROFITS BEFORE TAX UP 81% TO £15.5M.
EARNINGS PER SHARE INCREASED 74% TO 14.59p**In the UK all activities produced improved results, in particular the minerals extraction, construction materials and brickmaking businesses. The new tilemaking plant is currently being commissioned, and the latest brick plant is on schedule. When completed, these projects will give significant strategic strengths to the Company.In North America, the minerals operation produced excellent results.The Australian Treasury gave its consent to the disposal of our remaining business there for some £12m which will reduce Group borrowings further.Improved results are now forecast for the French construction materials business during the second half of the year.These results stem not only from an improvement in market conditions, but also from the major strategic restructuring of the Company over the past two years. They form the basis of our confidence that there will be a material increase in profits for the year as a whole.**STEETLEY PLC
GATEFORD HILL WORKSOP,
NOTTINGHAMSHIRE S81 5AF****FINANCIAL TIMES STOCK INDICES**

	Sept. 28	Sept. 27	Sept. 26	Sept. 25	Sept. 24	Sept. 21	1984 High	Low	Since Complain High	Low
Government Bonds	80.80	80.85	80.54	80.37	80.85	80.8	85.77	75.72	127.4	49.18
Fixed Interest	84.87	84.11	83.85	83.78	84.71	85.67	87.48	80.43	150.4	50.55
Industrial Ord.	906.4	978.0	868.0	870.0	903.4	871.4	922.8	753.3	922.8	49.4
Gold Mines	881.0	886.7	867.6	867.0	864.6	842.3	711.7	485.7	724.7	43.5
FT All-Share	535.86	536.46	533.76	533.97	528.94	530.80	535.71	464.84	535.71	61.92
FT-SE100	1140.5	1144.1	1126.6	1125.9	1122.1	1120.0	1141.6	986.9	1141.6	985.9

UK COMPANY NEWS**Problems in the U.S.
and Middle East hit
Oilfield Inspection**Redland, supplier of materials and services to the construction industry, felt confident about achieving a further advance in group performance in the year to end March 1985. Mr. C. R. Corrigan, the chairman, told the annual meeting. Beyond that, he said he did not predict with any accuracy.A rise in the real value of all construction work of 4 per cent was expected to be followed by a further increase of 3 per cent in 1984. Trade conditions remained favourable in Australia and the U.S. East Germany was about level with last year, and there were a number of special factors coalescing to assist the company's UK results.Provided the miners' strike did not worsen in the current year, the company still expected its operations to perform at or near its budgeted level. While if a dispute was drawn to an earlier conclusion, Redland would expect the replenishment of coal stocks by industry to have a favourable impact on sales volumes and, therefore, earnings.There is no interim dividend (11p net) as the directors believe it would be imprudent to make any payment until the full year results are known. Last year's final was 1.55p.Firstrail turnover dropped from £7.7m to £7.16m. The directors say the main problem facing the group were the U.S. and Middle East, where sales generated from construction related work fell to an unprecedented low. In addition, thecompany's North Sea turnover was lower than expected.While they say there is no doubt that the second half will be significantly better than the first—with the U.S. and Middle East operations once again trading profitably and the long awaited upturn now under way in many areas—this improvement will not be sufficient to equal the achievement in the last six months of 1983.A full year profit well below last year's level of £1.33m pre-tax is therefore inevitable, the directors say.Tax charge for the half year was £27,000, against £306,000, leaving a net deficit of £183,000, retained profits were more than doubled at £1.04m (£517,000). Stated earnings per 25p share on the increased capital were 28.67p, against 14.55p and assets per share rose to 314.6p (£21.57p).Despite the difficult environment in which the group has operated this year, the company has continued to develop new technological products and services which, in the longer term should benefit the group overall.There is no interim dividend (11p net) as the directors believe it would be imprudent to make any payment until the full year results are known. Last year's final was 1.55p.Firstrail turnover dropped from £7.7m to £7.16m. The directors say the main problem facing the group were the U.S. and Middle East, where sales generated from construction related work fell to an unprecedented low. 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NEW YORK STOCK EXCHANGE COMPOSITE CLOSING PRICES

Closing prices. September 28

Continued on Page 31

AMERICAN STOCK EXCHANGE COMPOSITE CLOSING PRICES

Closing prices, September 2

Continued on Page

NEW YORK STOCK EXCHANGE COMPOSITE CLOSING PRICES

These figures are unofficial. Yearly highs and lows reflect the previous 52 weeks plus the current week, but not the latest day. Where a split or stock dividend amounting to 25 percent or more has been paid, the year's high-low range and

and are shown for the new stock only. Unless otherwise stated, rates of dividends are annual disbursements based on latest declaration.

dividend also extra(s). b-annual rate of dividend plus dividend c-ordinary dividend. cld-called. d-new year dividend declared or paid in preceding 12 months. g-dividend in Canadian funds, subject to 15% non-residence tax. h-dividend declared after split-up or stock dividend. j-dividend for this year, omitted, deferred, or no action taken at latest date of meeting. k-dividend declared or paid this year. n-accrued issue with dividends in arrears. n-new issue in the last 12 weeks. The high-low range begins with the start of trading or next day delivery. P/E-price-earnings ratio. r-dividend declared or paid in preceding 12 months, plus stock dividend and stock split. Dividends begins with date of split, sia-sales. t-dividend paid in stock in preceding 12 months, estimated cash value on ex-dividend or ex-distribution date. u-new yearly high dividend. w-in bankruptcy or receivership or being reorganized.

WORLD VALUE OF THE POUND

**every Tuesday
in the
Financial Times**

INDUSTRIALS—Continued

Price last Div Net Yield
Paid Stock YTD
Pct. Pmt. Date Div. % Cvr. P/E P/E

Sept. 27 1984 11.21 1.6 4.50 14.1
Oct. 1 1984 11.21 1.6 5.70 3.2

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Dec. 27 1994 11.21 1.6 5.70 3.2

Jan. 27 1995 11.21 1.6 5.70 3.2

Feb. 27 1995 11.21 1.6 5.70 3.2

March 27

THIS NOTICE DOES NOT CONSTITUTE AN OFFER FOR SALE AND THE STOCKS LISTED BELOW ARE NOT AVAILABLE FOR PURCHASE DIRECT FROM THE BANK OF ENGLAND.

ISSUES OF GOVERNMENT STOCK

The Bank of England announces that Her Majesty's Treasury has created on 28th September 1984, and has issued to the Bank, additional amounts as indicated of each of the following Stocks:

£200 million 10½ per cent EXCHEQUER STOCK, 1988

£200 million 8½ per cent TREASURY LOAN, 1997

£150 million 12½ per cent TREASURY STOCK, 2003-2005

£100 million 2 per cent INDEX-LINKED TREASURY STOCK, 1990

£100 million 2½ per cent INDEX-LINKED TREASURY STOCK, 2009

The price paid by the Bank on issue was in each case the middle market value of the relevant Stock on 28th September 1984 as adjusted by the Government Broker.

In addition, Her Majesty's Treasury has created on 28th September 1984, and has issued to the Bank, additional amounts of £100 million of 10 per cent Treasury Stock.

In each case, the amount issued on 28th September 1984 represents a further issue of the relevant Stock, ranking in all respects pari passu with that Stock and subject to the terms and conditions of its prospectus. Reference is made to the relevant Stock, ranking in all respects pari passu with that Stock and subject to the terms and conditions of its prospectus, save as to the particular therein which related solely to the initial sale of the Stock. Application has been made to the Stock Exchange for admission of each further tranche of Stock to be admitted to the Official List.

Copies of the prospectuses for 10½ per cent Exchequer Stock, 1988; 8½ per cent Treasury Loan, 1997; 12½ per cent Treasury Stock, 2003-2005, 2 per cent Index-Linked Treasury Stock, 1990; and 2½ per cent Index-Linked Treasury Stock, 2009, dated 24th September 1982, 7th July 1971, 17th November 1978, 29th December 1982 and 19th October 1982 respectively, may be obtained from the Government Bonds and Stock Office, St. James' EC4M 8AE. The Stocks are repayable, and interest is payable half-yearly, on the dates shown below (in the case of 2 per cent Index-Linked Treasury Stock, 1990, and 2½ per cent Index-Linked Treasury Stock, 2009, half-yearly interest is payable in advance). The Stock Exchange has been advised that the Stock Exchange will accept applications for further tranches of Stock to be offered to the right of early redemption under certain circumstances:

Stock **Redemption date** **Interest payment dates**

10½ per cent 10th May 1988 10th May

Exchequer Stock, 1988 10th November

8½ per cent 1st March

Treasury Loan, 1987 1st September 1987

12½ per cent

Treasury Stock, 2003-2005 21st November 2005

2 per cent Index-Linked Treasury Stock, 1990 after 21st November 2003

subject to not less than three months' notice

2½ per cent Index-Linked Treasury Stock, 2009 20th May 2009

2½ per cent Index-Linked Treasury Stock, 2009 20th November

10 per cent Exchequer Stock, 1988 and 12½ per cent Index-Linked Treasury Stock, 2009 are repayable at par plus accrued interest for the month that is published seven months previously and relating to the month before the month of publication. The index figure relevant to the month of issue of 2 per cent Index-Linked Treasury Stock, 1990 is that relating to May 1982. The index figure relevant to the month of issue of 2½ per cent Index-Linked Treasury Stock, 2009 is that relating to February 1982 (31.07). These index figures will be used for the purposes of calculating payments of principal and interest due in respect of the relevant further tranches of Stock.

The relevant Index Figures for the half-yearly interest payments on 2 per cent Index-Linked Treasury Stock, 1988 and 2½ per cent Index-Linked Treasury Stock, 2009 are as follows:

Relevant Index figure

Interest payable **Published in** **Interest payment dates**

January June of the previous year May

July December of the previous year November

May October of the same year March

November April of the next year September

Each further tranche of stock on 28th September 1984 will rank for a full six months' interest on the next interest payment date applicable to the relevant Stock. Official dealing in the Stocks on the Stock Exchange are expected to commence on Monday, 1st October, 1984.

BANK OF ENGLAND

LONDON

28th September 1984

10½ per cent Exchequer Stock, 1988

8½ per cent Treasury Loan, 1987

12½ per cent Treasury Stock, 2003-2005

2 per cent Index-Linked Treasury Stock, 1990

2½ per cent Index-Linked Treasury Stock, 2009

10 per cent Exchequer Stock, 1988 and 12½ per cent Index-Linked Treasury Stock, 2009

10 per cent Exchequer Stock, 1988 and 12½ per cent Index-Linked Treasury Stock, 2009 are repayable at par plus accrued interest for the month that is published seven months previously and relating to the month before the month of publication. The index figure relevant to the month of issue of 2 per cent Index-Linked Treasury Stock, 1990 is that relating to February 1982 (31.07). These index figures will be used for the purposes of calculating payments of principal and interest due in respect of the relevant further tranches of Stock.

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28th September 1984

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8½ per cent Treasury Loan, 1987

12½ per cent Treasury Stock, 2003-2005

2 per cent Index-Linked Treasury Stock, 1990

2½ per cent Index-Linked Treasury Stock, 2009

10 per cent Exchequer Stock, 1988 and 12½ per cent Index-Linked Treasury Stock, 2009

10 per cent Exchequer Stock, 1988 and 12½ per cent Index-Linked Treasury Stock, 2009 are repayable at par plus accrued interest for the month that is published seven months previously and relating to the month before the month of publication. The index figure relevant to the month of issue of 2 per cent Index-Linked Treasury Stock, 1990 is that relating to February 1982 (31.07). These index figures will be used for the purposes of calculating payments of principal and interest due in respect of the relevant further tranches of Stock.

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12½ per cent Treasury Stock, 2003-2005

2 per cent Index-Linked Treasury Stock, 1990

2½ per cent Index-Linked Treasury Stock, 2009

10 per cent Exchequer Stock, 1988 and 12½ per cent Index-Linked Treasury Stock, 2009

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2 per cent Index-Linked Treasury Stock, 1990

2½ per cent Index-Linked Treasury Stock, 2009

10 per cent Exchequer Stock, 1988 and 12½ per cent Index-Linked Treasury Stock, 2009

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12½ per cent Treasury Stock, 2003-2005

2 per cent Index-Linked Treasury Stock, 1990

2½ per cent Index-Linked Treasury Stock, 2009

10 per cent Exchequer Stock, 1988 and 12½ per cent Index-Linked Treasury Stock, 2009

10 per cent Exchequer Stock, 1988 and 12½ per cent Index-Linked Treasury Stock, 2009 are repayable at par plus accrued interest for the month that is published seven months previously and relating to the month before the month of publication. The index figure relevant to the month of issue of 2 per cent Index-Linked Treasury Stock, 1990 is that relating to February 1982 (31.07). These index figures will be used for the purposes of calculating payments of principal and interest due in respect of the relevant further tranches of Stock.

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